



JKLU

HANDBOOK
of

CURRICULUM STRUCTURE AND SYLLABUS
Master of Business Administration
(Programme Code: 2201)
Batch: 2021-23

Institute of Management



Vision

To be one of India's most innovative higher education institutions.

Mission

To realise its vision, the University will:

Practice teaching that inculcates critical thinking and problem solving,

Pursue research that leads to innovation and enhancement of real-life applications,

Offer experience that leads to all round development, and

Develop a culture that is strongly rooted in interdisciplinarity and learning by building, not just doing.

Values

Caring for people.

Integrity including intellectual honesty, openness, fairness, and trust.

Commitment to excellence.

IQAC Documentation

Document Name: Curriculum Structure and Syllabus Handbook, Master of Business Administration (Programme Code: 2201) - Batch 2021-2023

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Document Description: This document supplements the document titled Curriculum Structure: BBA, MBA and PGDAR Programs and is prepared by the Institute of Management (IM), JKLU to serve as an information baseline for further planning and delivery of courses w.r.t Master of Business Administration (MBA), Batch 2021-23.

It includes Program Education Objectives, Programme Outcomes, Desired minimum level of competence for POs, Curriculum, Structure, collation of Trimester wise Course Outlines, and Course Articulation Matrix (CAM) of each course (including electives and additional courses, if any, opted by students) prepared by respective faculty members. The document also includes Programme Articulation Matrix (PAM). This document is in compliance with BoS (upto 11th meeting) and approvals of the Academic Council (upto 20th meeting).

Document Creation Team:

Dr. Punam Mishra

Prof. Praveen Arora

Dr. Sheetal Mundra

Mr. Dinesh Gupta

Punam Mishra
Praveen Arora
Sheetal
Dinesh Gupta

Quality Checked by:

Dr. Umesh Gupta

Prof. Santosh Kumar Verma

Umesh Gupta
Santosh Kumar Verma



Approved by:

[Signature]

DIRECTOR-IQAC
JK LAKSHMIPAT UNIVERSITY
JAIPUR

[Signature]

Vice Chancellor
JK Lakshmipat University
Jaipur-302026

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Program Educational Objectives (PEOs)

The MBA program offered by IM, JKLU has been designed to prepare students for a meaningful career and life-long learning. Our alumni are expected to:

PEO1: Meaningfully contribute to the organizations, economies and societies through appropriate set of knowledge, skills, attitude and behavior.

PEO2: To identify and tap entrepreneurial opportunities within and outside the organizations they work for.

PEO3: Continue their intellectual development through critical thinking, self-study, higher education and research as well as through participation in research groups and professional networks.

Program Outcomes (POs)

Graduates of MBA program offered by IM, JKLU will have the following competencies:

PO1: Life Long Learning

- a) Demonstrate inquisitiveness, open mindedness and the ability to engage in independent and life-long learning.

PO2: Citizenship, Sustainability and Professional Ethics

- a) Demonstrate knowledge of constitution with an understanding of the impact of managerial solutions in organizational, societal and environmental contexts.
- b) Use and allocate resources in a sustainable manner.
- c) Demonstrate commitment for professional integrity, excellence and responsibilities as prescribed for the management profession.

PO3: Management Practice and Modern Tool Usage

- a) Demonstrate a clear conceptual understanding and application orientation of the fundamentals of management discipline.
- b) Plan, direct and control their own efforts and those of others to help achievement of organizational objectives.
- c) Identify and collate relevant data from within and outside organization and analyze it using appropriate tools and techniques for taking well-informed decisions.
- d) Apply interdisciplinary perspectives while proposing solutions to managerial problems.
- e) Apply new age technologies and exhibit proficiency in usage of modern management/IT tools while solving business problems.

PO4: Communication, Critical Thinking and Problem Solving

- a) Identify, formulate, review research literature and analyze complex problems to arrive at justified conclusions using critical thinking along with domain knowledge.
- b) Think creatively and communicate effectively to solve business problems.

PO5: Leadership and Teamwork

- a) Ability to work effectively as an individual and as a team member in diverse and distributed teams, and in multidisciplinary settings.
- b) Demonstrate leadership qualities at workplace by taking initiatives and accepting challenges.

PO6: Innovation and Entrepreneurship

- a) Take an innovative and entrepreneurial viewpoint amidst changing situations while proposing creative solutions to complex organizational, societal and environmental issues.
- b) Undertake meaningful economic activities with a focus on having a sustainable business model.

Program specific desired minimum level of competence for POs

PO/PSO	Competence Level
PO1a	Competent
PO2a	Advanced Beginner
PO2b	Advanced Beginner
PO2c	Advanced Beginner
PO3a	Competent
PO3b	Advanced Beginner
PO3c	Advanced Beginner
PO3d	Advanced Beginner
PO3e	Advanced Beginner
PO4a	Advanced Beginner
PO4b	Advanced Beginner
PO5a	Advanced Beginner
PO5b	Advanced Beginner
PO6a	Novice
PO6b	Novice

Following process has been adopted to create Course Articulation Matrix (CAM) and Program Articulation Matrix (PAM).

- Course Outcome of each Course is mapped to Program Outcome (PO) using three Levels viz., Low Correlation (1), Moderate Correlation (2) and Substantial Correlation (3).
- Average of these Levels of each Course Outcome w.r.t each specific PO is calculated and it indicates expectations laid in a course to attain different PO. In order to avoid over commitment of a course w.r.t its contribution to POs, the following validation check is applied on the sum of PO wise averages in each course.

$$\sum (\text{Average}) \leq \text{Min} (\text{Credits} * \text{Year}, 20)$$

In above equation, Credits are the credits assigned to the course, Year (4 for 1st Year and 5 for 2nd Year) indicates the level of the students from 1st and 2nd year. In case this sum exceeds the upper limit, CO-PO mappings are revised. This check ensures that early or low credit courses are not over burdened with very high expectations.

- For creation of Program Articulation Matrix, sum of these averages of different courses w.r.t each PO is calculated and interpreted as per following Table.

Competence Level *	MBA
Novice	<12
Advanced Beginner	12- 25
Competent	>=25

Novice* (N): Knows objective facts, features, and rules for determining actions wrt this PO without being context-sensitive. The student has studied the basic concepts.

Advanced beginner* (AB): Recognizes common situations wrt this PO that help in recalling which rules should be exercised, starts to recognize and handle situations not covered by given facts, features and rules. The student has problem-solving and repeated practice experience for common situations wrt this PO.

Competent* (C): Performs most standard actions wrt PO without conscious application of rules after considering the whole situation. Handles new situations through the appropriate application of rules, can design systems, and may lead. Has demonstrated this PO through repeated engagements in advanced problem-solving, projects, extensive practice in common and exception situations, and participated in professional networks.

Curriculum Structure - Master of Business Administration (Batch: 2021-23)

S. No.	Course Code	Course Title	Credits
Trimester I			
1	CC2119	Identity & Personal Communication	2
2	ED2111	Product Launch	2
3	EP2102	Economics for Business	3
4	FA2101	Financial Accounting for Decision Making	2
5	ID2111	Foundation of Data Analysis	3
6	MA2101	Introduction to Marketing	3
Trimester II			
7	BS2102	Organizational Behavior	2
8	CC2120	Interpersonal Dynamics for Conflict Management	2
9	ED2104	Entrepreneurial Mindset and Problem Identification	2
10	EP2103	Macro Economics	3
11	FA2105	Management Accounting	2
12	ID2112	Data Analysis for Decisions	2
13	OP2102	Introduction to Production & Operation Management	3
14	MA2105	Digital Marketing and Communication	2
15	LD2112	Social and Emotional Learning	1
Trimester III			
16	BS2101	Fundamentals of Human Resource Management	3
17	MA2111	Marketing Research	3
18	ED2106	Idea Validation and Business Model Design	3
19	CC2121	Critical Thinking for Problem Solving and Decisions	2
20	ID2113	Business Modeling using Excel	3
21	PW2101	Capstone	2
22	LS2104	Law & Citizenship	1
23	LS2106	Comparative Public Administration	1
Trimester IV			
24	ID2101	Business and Intelligent Machines	3
25	CC2116	Communication and Storytelling	2
26	MA2201	Sales and Channel Management	3
27	ED2201	Prototype & Pilot	3
28	FA2102	Introduction to Corporate Finance	3
29	PW2106	Business Simulation	3
30	PW2102	Summer Internship Project	6
31	MA2215	Rural Marketing and Inclusion: Immersion Workshop	1
<i>Electives#</i>			
32	MA2211	Product & Brand Management	3

S. No.	Course Code	Course Title	Credits
33	FA2203	Retail Banking and Operations	2
34	OP2211	Supply Chain Management	2
Trimester V			
35	ST2102	Strategic Management	2
36	MA2212	B2B Marketing	2
37	MA2213	Sales & Marketing of Services	1
38	FA2103	Essentials of Taxation	1
39	CC2117	Cognition and Critical Thinking	2
40	ED2202	Business Plan & Pitch	3
41	ID2180	Mathematical Thinking	2
<i>Electives#</i>			
42	FA2202	Financial Markets and Services	3
43	MA2214	Marketing Analytics	3
44	OP2213	Quality & Operations Excellence	2
Trimester VI			
45	ST2202	Special Topics in Management	4
46	CC2118	Understanding and Developing Perspectives	2
<i>Electives#</i>			
47	FA2204	Security Analysis and Portfolio Management	3
48	MA2202	Cases in Sales & Marketing	2

CREDIT STRUCTURE

Trimester	Credits	Year	Credits	Total Credits
Trimester I	15	Year I	52	106-109
Trimester II	19			
Trimester III	18			
Trimester IV	28-29	Year II	54-57	
Trimester V	18-19			
Trimester VI	08-09			

#Electives: A student has to choose any two electives in T-4, two in T-5, and one in T-6 (totaling 11-14 credits). The above lists of electives are tentative and is announced at the beginning of the term.

Index of Course Outlines

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3	EP2102	Economics for Business	4
4	FA2101	Financial Accounting for Decision Making	6
5	ID2111	Foundation of Data Analysis	8
6	MA2101	Introduction to Marketing	10
Trimester II			
7	BS2102	Organizational Behavior	14
8	CC2120	Interpersonal Dynamics for Conflict Management	16
9	ED2104	Entrepreneurial Mindset and Problem Identification	17
10	EP2103	Macro Economics	18
11	FA2105	Management Accounting	20
12	ID2112	Data Analysis for Decisions	21
13	OP2102	Introduction to Production & Operation Management	23
14	MA2105	Digital Marketing and Communication	26
15	LD2112	Social and Emotional Learning	27
Trimester III			
16	BS2101	Fundamentals of Human Resource Management	30
17	MA2111	Marketing Research	32
18	ED2106	Idea Validation and Business Model Design	36
19	CC2121	Critical Thinking for Problem Solving and Decisions	37
20	ID2113	Business Modeling using Excel	38
21	PW2101	Capstone	39
22	LS2104	Law & Citizenship	40
23	LS2106	Comparative Public Administration	41
Trimester IV			
24	ID2101	Business and Intelligent Machines	45
25	CC2116	Communication and Storytelling	46
26	MA2201	Sales and Channel Management	47
27	ED2201	Prototype & Pilot	48
28	FA2102	Introduction to Corporate Finance	50
29	PW2106	Business Simulation	52
30	PW2102	Summer Internship Project	54
31	MA2215	Rural Marketing and Inclusion: Immersion Workshop	55
<i>Electives</i>			
32	MA2211	Product & Brand Management	57
33	FA2203	Retail Banking and Operations	61

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34	OP2211	Supply Chain Management	63
Trimester V			
35	ST2102	Strategic Management	66
36	MA2212	B2B Marketing	68
37	MA2213	Sales & Marketing of Services	70
38	FA2103	Essentials of Taxation	71
39	CC2117	Cognition and Critical Thinking	72
40	ED2202	Business Plan & Pitch	73
41	ID2180	Mathematical Thinking	74
<i>Electives</i>			
42	FA2202	Financial Markets and Services	77
43	MA2214	Marketing Analytics	79
44	OP2213	Quality & Operations Excellence	84
Trimester VI			
45	ST2202	Special Topics in Management	87
46	CC2118	Understanding and Developing Perspectives	89
<i>Electives</i>			
47	FA2204	Security Analysis and Portfolio Management	90
48	MA2202	Cases in Sales & Marketing	92

Trimester I

(Academic Year 2021-22)

Course Title: Identity and Personal Communication

Course Code: CC2119

Credits: 2

Course Instructors: Dr. Richa Mishra/Ms. Shraddha Bharatiya

Course description

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

Course Learning outcomes

After course completion, the student will be able to:

- Recognize the significance of developing a personal identity
- Analyse their personal identities, both private and social
- Identify the fundamental elements that comprise a person's identity
- Describe the relationship between communication and identity.
- Create their identity using various communication formats, on different platforms

Topics to be covered

1. Self and Social Identity
2. Narrative Approaches to Identity
3. Elements of Identity
4. Creating and Presenting the Self
5. Online presence
6. Persuasive Communication as a Tool for Identity Formation

References for reading:

1. O'Brien, T. (2019). When your job is your identity, professional failure hurts more. *Harvard Business Review*.
2. Anca, C., & Aragón, S. (2018). The 3 types of diversity that shape our identities. *Harvard Business Review*.
3. Craig, N., & Snook, S. (2014). From purpose to impact. *Harvard business review*, 92(5), 104-111.
4. Detert, J. R. (2018). Cultivating everyday courage. *Harvard Business Review*, 96(6), 128-135.
5. Dutta, S. (2010). What's your personal social media strategy? *Harvard business review*, 88(11), 127-30

Evaluation Scheme

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

Course Title: Product Launch
Course Code: ED2111
Credit: 2
Course Instructors: Mr. Umamahesvaram Mandi

THE COURSE INTENDS

That Students of Business Management are required to work on

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

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

COURSE LEARNING OUTCOMES

After course completion, the student will be able to

1. Develop an awareness of the role of multiple functions in creating a business of a Service or a product (e.g. marketing, finance, design, photography, engineering, production, retail...).
2. Coordinate multiple, interdisciplinary tasks in order to achieve a common objective
3. Assimilate how Product, Proposition and Values are integral in the process of business and specifically product and solutions development. So a solution through a product could be incremental or evolutionary. And,
4. Understand that service businesses, products and solutions allied communication need to be culturally and contextually, relevant (e.g., cannot attempt to market meat-products to vegetarian and vegan customers)

OTHER DESIGN OUTCOMES:

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

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

ASSESSMENT:

ACTIVITIES	PERCENTAGES
Continuous assessment - <u>Class Participation</u> - Component-1	25%
Team Formation and Project Proposal -- <u>Business Idea</u> - Component-2	20%
Team Project Execution - Milestone Reviews - <u>Presentations</u> - Component-3	30%
Project Presentation - Jury Review - <u>Assignment</u> - Component-4	25%

The course will happen with interaction duration of 20 Hours.

Internal Faculty of JKLU, other eminent institutions and Industry professionals (who are willing to participate) would be invited to be jury members. And Project guidance during sessions would be provided by the Course-Instructor and also peer-review would be encouraged. Team members to provide feedback on the contribution of individuals who constitute a team. Marking assignment through continuous feedback and in Team Project Execution - milestone review for each of the members would be assigned (all the team members may not receive the same marks in the Team execution and Formation components based on team member review and individual questioning).

Course Session duration hours: 20 Hrs
Milestones: 3-4 Milestones to be defined at the proposal stage to evaluate and mutually agreed between the individual team and the instructor
Total Teams: The participating class to be divided into 4 teams at max.
Instructor: Umamahesvaram Mandi

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

COURSE DESCRIPTION

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

COURSE OBJECTIVES

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

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

COURSE LEARNING OUTCOMES

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

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

COURSE CONTENTS

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

10. Basic models of game theory
11. The economics of the public sector (externalities and public goods)

TEXT BOOK AND ADDITIONAL READING MATERIALS

1. Principles of Economics with Course Mate by N. Gregory Mankiw (Cengage)

A set of videos at

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

Additional Reading Material

2. Salvatore, D., &Srivastava, R. (2015). Managerial economics. New Delhi: Oxford University Press.

3. Dwivedi, D.N. (2015). Managerial economics. New Delhi: Vikas Publishing House Pvt Ltd.

Note: Latest edition of the readings will be used.

Proposed MOOC Course: 'Microeconomics Principles' offered by University of Illinois at Urbana-Champaign (Coursera Course)

TEACHING METHODOLOGY/PEDAGOGY

Lecture, Discussion, Assignments, Numerical, Case lets (Applied Problems), case study, Quiz

Assessment Scheme:

S. No	Specifications	Marks (% Weightage)
01	Class Participation/ Attendance	10
02	Quiz I	10
03	Midterm Exam	30
04	Quiz II	10
05	Final Exam	40
	Total (100)	100

Course Title: Financial Accounting for Decision Making**Course Code: FA2101****Credit: 2****Course Instructors: Mr. Ankur Kulshrestha /Dr. Lokanath Mishra****Course Description:**

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

Course Learning Outcomes:

After course completion, the students will be able to:

1. Assess the impact of business transactions on the financial health of the business including performance, position, and liquidity
2. Understand the preparation of the three financial statements of a corporate enterprise –Balance Sheet, Statement of Profit and Loss and the Cash Flow Statement.
3. Analyze the financial statements using various tools of analysis such as ratio analysis, common sizing, and trend analysis.
4. Acquainting students with digital accounting software Tally, Busy & KhataBook with on hand experience of processing the business transactions.

Course Content/Topics to be covered:

1. Understanding the impact of every business transaction
2. Income Statement
3. Balance Sheet
4. Cash Flow Statement
5. The tool of Financial Statement Analysis

Session Plan

Hours	Topic to be covered	Case Study / Ref Material
Unit 1		
2	Basics on Flow of Information + Forms of doing business in India	Amar Akbar Anthony
2	Overview of the Balance Sheet	Baron Coburg
2	Overview of Income Statement + Assessment + Profit versus Profitability	Baron Coburg
Unit 2		
2	Classification of business activities and Introduction to Accounting Equation	Practice Examples
2	Interconnected of Financial Statements Accrual versus Cash principle	Music Mart Inc.
0.5	Revenue Recognition Principles	Practice Examples
0.5	Gross Versus Net Reporting	Flipkart vs Amazon
0.5	Earnings Per Share	Practice Examples
0.5	Profitability Ratios	Annual Report of Jindal Steel Works Ltd.

Hours	Topic to be covered	Case Study / Ref Material
1	Cash Flow Statement	
	Unit 3	
3	Tools of Financial Statement Analysis	Anandam Manufacturing
	Key Ratios Common Sizing Trend Analysis	
	Solvency Profitability Operational efficiency Financial Distress	
	Unit 4	
1	Introducing Tally to students with basics, - Create a company, processing of transactions, creation of ledgers.	Hands-on experiential module
1	Introducing Busy accounting software - Invoice processing, Inventory, production, Bill of materials, Sales/Purchase order Processing	
1	Introducing Khatabook software - Processing business transactions	
1	Introducing ERP and discuss the IT architect between business processes and accounting information	

References (Textbooks/case studies/articles):

- Financial Accounting – A managerial perspective (6th edition) by R. Narayanaswamy (2014) PHI Learning Private Limited.
- A. **Case Studies**
- Baron Coburg:
- Music Mart Inc.
- Anandam Manufacturing
- B. **Others**
- Annual Report (JSW, Tata Motors, ALL)

Evaluation Scheme:

Component	Weight (100)
Class Participation	20%
Continuous Assessment	30%
End term Project	30%
Assessment for Technical Software	20%

Course Title: Foundation of Data Analysis

Course Code: ID2111

Credit: 3

Course Instructors: Dr. Ashwini Sharma

Course Description

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

Course Learning Outcomes

After course completion, the students will be able to:

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

Topics to be Covered

Module 1: Spreadsheet Essentials

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

Module 2: Statistical Methods and Techniques

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

Tentative Session Plan:

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

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

References (Textbooks/case studies/articles):

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

Evaluation Scheme:

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

Course Title: Introduction to Marketing
Course Code: MA2101
Credit: 3
Course Instructors: Mr. Jishnu Changkakoti

Course Description and Objectives

The course has two components:

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

Course Learning Outcomes:

After course completion, the student will be able to:

1. Understand basic marketing concepts bucketed into four main topics - branding, customer-centricity, go-to-market strategies and effective brand communications strategies.
2. Obtain a more in-depth understanding of the marketing fundamentals

Session Plan

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

Session No.	Topic	Reading Material	Case Study
1 & 2	Building Strong Brands Part I	Videos: Marketing 101: Building Strong Brands I & II. Kotler: Chapter 1	
3 & 4	Building Strong Brands Part II + Strategic Marketing	Video: Strategic Marketing. Book: The Discipline of Market Leaders - Treacy & Wiersema	
5 & 6	Segmentation, Targeting, Positioning & Brand Mantra - Part I	Videos: Segmenting and Targeting, Positioning, Brand Mantra Kotler: Chapters 9-12	
7 & 8	Segmentation, Targeting, Positioning & Brand Mantra - Part II		
9			Clean Edge Razor
10 & 11	Brand Elements & Experiential Branding	Video: Experiential Branding	

12			Apple Stores
13 & 14	Customer Centricity	Week 2 videos. <u>Article: Customer-Centered Brand Management - Roland Trust, Zeithaml, Lemon</u>	
15			EMC2: Delivering Customer Centricity
16 & 17	Go To Market Strategies	Videos 1-3, Week 3. <u>Article: The Go-To-Market Approach Startups Need to Adopt; The Customer Has Escaped</u>	
18	Customers and Digital Marketing, Influence and How Information Spreads	Videos 8-9.	
19			Managing Online Reviews on Tripadvisor
20	The Long Tail, Preference Isolation, How Internet Retailing Startups Grow	Videos 4-7, Week 3 <u>Original article by Chris Anderson - The Long Tail - https://www.wired.com/2004/10/tail/</u>	
21	Pricing Strategies - Part I	Videos 10-11	
22	Pricing Strategies - Part II		
23			Virgin Mobile: Pricing For The Very First Time
24	Brand Messaging and Marketing Communication - 1	Videos: The 7 Ms of Marketing Communication; Brand Messaging and Communication Kotler: Chapter 19	

25	Brand Messaging and Market- ing Communication - 2		
26	Brand Elements: Persuasion	Video: Week 4 Video 5 <u>Article: How Advertising Works - Peter Voyer.</u>	
27	Repositioning a Brand - Part I & II	Video: Week 4 Video 6	
28	Repositioning a Brand - Part I & II		
29			J.C. Penney’s Fair and Square Strategy
30	Assignment 3 - Group Presentations		

Recommended Books

1. **Primary text book:** Marketing Management (Global Edition) - Philip Kotler, Kevin Lane Keller
2. **Recommended book for additional reading:** Positioning: The Battle For Your Mind - Al Ries, Jack Trout
3. **Optional:** The Discipline of Market Leaders - Treacy & Wiersema
Free downloads of the three Wharton professors’ books. Optional - the complete books

Details of Case Studies

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

Evaluation

There will be five components of the evaluation

1. **Wharton Video Analysis Class Discussions: 10 marks.** The Wharton videos will be discussed during classes. The understanding of the students as demonstrated in these discussions will be used to assign marks for this component.
2. **Group Project: 30 marks.** Students will work in groups of 2 to do this project, the details of which will be announced in class.
3. **Group Assignments (2): 20 marks.**
4. **End-Term Examination: 40 marks**

Trimester II

(Academic Year 2021-22)

Course Title: Organization Behaviour
Course Code: BS2102
Credit: 2
Course Instructors: Dr. Richa Mishra

Course Description:

People are core to the organization. The course will introduce the people-related challenges of organizational life within and outside organizational boundaries and the fundamental concepts of human resource management, including its nature, scope, functions and importance. The focus of this course will be on increasing one's awareness of, and to build proficiencies in dealing with the challenges effectively. This is not a skill development course, but a knowledge and awareness building course in people management. The content and coverage of this course will aim to predominantly understand individual and team level organizational dynamics

Course Learning outcomes:

After course completion, the students will be able to:

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

Course Content

1. Introduction to Organizational Behavior
 - What Is Organizational Behavior? The importance of interpersonal skills. Management functions, roles, skills.
 - Approaches to OB-Scientific, Behavioral and Contingency Approaches
2. Individual Determinants of Behavior
 - Demographic differences as a predictor of behavior.
 - The facets of personality and how it reflects individual differences: Personality traits and its effect on employee behavior.
 - Perceptual Interpretation and its role on employee and behavior. Behavioral Responses as an outcome of learning.
 - Attitude Formation and Change as a result of changing motivational function, resolving cognitive dissonance and assigning causality of behavior. (attribution theory)
 - Motivational theories and process
3. Foundations of Group Behavior
 - Dynamics of group behavior
 - Leadership
 - Power and politics in organizations
4. The Organization
 - Organization structure and design

Text Book & Additional Reading Material:

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

Additional Reading Material:

1. Luthans, F. (2013). Organizational behavior: An evidence-based approach. 12th Ed.McGraw-Hill Education.

2. Ivancevich, J. M. K., & Matteson, R. (2011). Organizational behavior and management.
3. Aswathappa, K. (2010). Organisational Behaviour. Text Cases Games WEBSITES
4. For detailed reading on Psychological contract please refer to <http://www.cipd.co.uk/subjects/empreltns/psycntrct/psycontr.htm>
5. <http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/>
6. <http://coms.uconn.edu/directory/faculty/mhamilton/persuassion/Chapter%205d.pdf>. The handbook of social psychology, Volume 1 By Daniel T. Gilbert)
7. http://en.wikipedia.org/wiki/Attitude_change Ways of changing
8. http://en.wikiversity.org/wiki/The_Factors_that_Determine_Success_in_Attitude_Change_Programs
- http://www.thenationalforum.org/Docs/PDF/2005_ASHE_attitude_change_paper.pdf)

Assessment Plan:

Component	Weightage
Presentations	20%
Continuous evaluation	15%
Assignments	15%
Quiz	20%
End Term Exam	30 %

Course Title: Interpersonal Dynamics for Conflict Management

Course Code: CC2120

Credit: 2

Course Instructors: Ms. Shraddha Bharatiya/Mr. Afreen Faridi

Course description:

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

Course learning outcomes:

After course completion, the students will be able to:

- Describe about group dynamics by observing and exploring conscious and unconscious assumptions, behaviors and feelings.
- Identify and pursue personal learning goals aimed at improving interpersonal communications
- Identify sources of conflict and manage them using difference conflict handling styles
- Use interpersonal communication skills to influence and lead
- Communicate effectively with various stakeholders

Topics to be covered:

1. Introduction to the stages of group development
2. Introduction to Personality, Perception and Learning as source of differences in individual and groups
3. Nature, Types and sources of Conflict
4. Conflict Resolution Strategies
5. Emotional Intelligence
6. Empathy and Feedback

References for reading:

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

MOOC Reference Course:

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

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

Evaluation Scheme:

Component	Weightage (100)
Assignments	30%
Class Participation	30%
Quiz	20%
End Term Examination-Viva	20%

Course Title: Entrepreneurial Mindset and Problem Identification**Course Code: ED2104****Credit: 2****Course Instructors: Mr. Apoorv Bamba**

Course Description:

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

Course Learning Outcomes:

After course completion, the students will be able to

1. Help students identify their passion and personal why which leads to understanding of their strengths and weaknesses.
2. Help students build an entrepreneurial mindset and learn more about the entrepreneurial ecosystem
3. Help students understand the global trends and identify their areas of interest
4. Enable students to learn how to identify real life problems and focusing on finding solutions to the problems

Reading Material:

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

Assessment Plan

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

Course Title: Macro Economics
Course Code: EP2103
Credit: 3
Course Instructors: Dr. Sheetal Mundra

Course Description

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

Course Objectives

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

Course Learning Outcomes

After course completion, the students should be able to:

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

Course Content

1. Micro & Macro Paradoxes, Historical Development of Macro, Macroeconomic Basics
2. Measuring National Income
3. Measuring Cost of Living
4. Aggregate Demand and Aggregate Supply
5. The Influence of Monetary and Fiscal Policy on Aggregate Demand
6. The Monetary System
7. Money Growth and Inflation
8. Unemployment
9. The Short Run Trade-off between Inflation and Unemployment
10. Open-Economy Macro Economic Basic Concepts
11. Basic Concepts of Indian Economy

Text Book and additional reading material

Mankiw, Gregory N. (2019). Principles of Macro Economics. New Delhi: CENGAGE Learning.

Additional reading material

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

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	% Weightage
Mid Term Exams	20%
End Term Exams	40%
Quiz/ test	20%
Article/ Assignment presentation On major macro-economic variables by understanding the current articles in flipped classroom mode	20%

Course Title: Management Accounting
Course Code: FA2105
Credit: 2
Course Instructors: Dr. Lokanath Mishra

Course Description

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

Course Learning Outcomes

After course completion, the student will be able to:

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

Course Content/Topics to be covered

1. **Cost Classification, Cost for Decision making**
1. **Marginal Costing and Break Even Analysis**
2. **Budget and budgetary Control**
3. **Standard Costing and Variance Analysis**

References (Textbooks/case studies/articles):

Khan, M Y & Jain, P K: "Management Accounting", Tata McGraw Hill Publishing Company, New Delhi.

Evaluation Scheme

Component	Weight (100)
MCQ/Class Participation	20 marks
Practical Assignments	10 Marks
Group Case Study/Presentations	40 marks
End term examination	30 marks

Course Title: Data Analysis for Decisions
Course Code: ID2112
Credits: 2
Course Instructors: Dr. Ashwini Sharma

Course Description:

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

Course Learning Outcomes:

After course completion, the student will be able to:

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

Topics to be Covered:

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

Tentative Session Plan:

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

Reading Material:

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

Evaluation Scheme:

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

Course Title: Introduction to Production & Operation Management

Course Code: OP2102

Credits: 3

Course Instructors: Dr. Ashu Sharma

Course Objective

1. To understand Production and Operations systems and illustrate the best strategies and challenges involved in Global Production and Operations Management practices for different industries.
2. To examine and compare the total Process of effective delivery of Goods & Services and propose improvements.
3. To understand and establish linkages with other functional areas to resolve Operations Management Problems.
4. To understand application of analytical Tools and Techniques developed to help improve efficiency of Production and Operations Management systems.
5. Equip Students with Theoretical and Practical Knowledge of Mathematical Modeling using Operations Research Techniques.

Course Learning Outcomes:

After course completion, the students should be able to understand:

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

Course Content

Module I- Operations Management (15 Sessions)

- ❖ INTRODUCTION TO PRODUCTION AND OPERATION MANAGEMENT (2 sessions)
 - Introduction to Service and Operations Management
 - How is Operations Placed in Supply Chain
- ❖ CAPACITY PLANNING (1 session)
 - Measuring Capacity
 - Theory of Constraints
- ❖ PRODUCTIVITY (1 session)
 - Productivity Measurement and Improvement
- ❖ LOCATION ANALYSIS (1 session)
 - Need for Location Decision
 - Evaluating Location Alternatives
- ❖ FACILITY LAYOUT (2 sessions)
 - Process Analysis
 - Types of layout
- ❖ INVENTORY MANAGEMENT (4 sessions)
 - EOQ
 - POQ
 - Quantity Discount
 - ABC Analysis
- ❖ QUALITY CONTROL (3 sessions)
 - Concept of Quality
 - Toyota Philosophy
 - Cost of Quality

- JIT and Lean practices
- ❖ SCHEDULING (1 session)
 - Fundamentals of scheduling : Scheduling models
 - Job shop scheduling
 - Input-Output control
 - Gantt Chart

Module 2- Operations Research (15 sessions)

- ❖ LINEAR PROGRAMMING (5 sessions)
 - Introduction to Linear Programming
 - Linear Programming Problem Formulation
 - Graphical and Simplex software Solution
 - Linear Programming using Solver
 - Sensitivity Analysis. Primal Dual and Shadow price.
- ❖ DECISION ANALYSIS (4 sessions)
 - Decision Making under Risk- With Probabilities
 - Decision Making Under Uncertainty- Without Probabilities.
 - Decision Tree Analysis
- ❖ FORECASTING (4 sessions)
 - Time Series Analysis - Smoothing Methods
 - Forecast Accuracy
 - Time Series Forecasting Using Excel
 - Application of Seasonal Variation & De-seasonalising the data
- ❖ TRANSPORTATION & ASSIGNMENT (2 sessions)
 - Structure and Solution of a Transportation Problem
 - Transportation problem to be formulated as a Linear Programming Problem
 - Assignment Problem Structure and Solution
 - Assignment problem to be formulated as a Linear Programming Problem

Reading Materials

Text Book:

Operations Management, 13/e by William J. Stevenson, McGraw Hill Education, 2018.

Operations Research by 6/e K Sharma, Macmillan Publication, 2017.

References:

- Operations Management: Processes and Supply Chains, 11/E by Lee J. Krajewski, Larry P. Ritzman, Manoj K. Malhotra, ISBN-10: 0132807394 , ISBN-13: 9780132807395, ©2016, Pearson, USA
- Operations Management / 15th Ed. Chase, Shankar and Jacob, McGraw Hill,2019.
- Operations and Supply Chain Management by Russell Taylor, 8Ed.,Wiley publication,2017.

Additional Reading Book-The Goal by Eliyahu M. Goldratt

Assessment Scheme

Component	Weightage (100)
Quiz	20
Group Project	25
Class participation	15
Final Exam	40

Course Title: Digital Marketing and Communication
Course Code: MA2105
Credits: 2
Course Instructors: Prof. Debraj Tripathy

Course Description:

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

Course Learning Outcomes:

After course completion, the student will be able to:

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

Topics to be Covered:

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

Evaluation Scheme:

Component	Weightage (100)
Class participation	20
Quizzes (In-course Tests)	50
Final Exam	30

Course Title: Social and Emotional Learning
Course Code: LD2112
Credit: 1
Course Instructors: Ms Shraddha Bharatiya

Course Description:

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

Course Pedagogy:

It will include series of workshops and a social engagement project.

Course Learning Outcomes:

The students will be able to:

1. Develop consciousness and compassion for others and their interdependence in broader systems within which they live.
2. Assess and analyze the importance of ethical behavior in professional life as well as in building a sustainable society.

Topics for workshop

- Overview of course
- Mindfulness
- Navigating emotions
- Compassion for oneself (self-compassion) and others
- System Thinking and Ethical Engagement
- Interdependence

Social Project

For their project, each student must identify one social issue and an organization that is working to address that issue. Issues could be related to Education, Social Welfare, Agriculture, Public Health, Gender Inequality, and Climate Change. Each student will be assigned a faculty mentor who will guide them. Students must complete 20 hours of engagement with the organization. This project they have to complete over the period of two terms. At the end of second term student will make a presentation and submit a report.

Reading material:

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

1/adhs/patienteninformationen/weiteres-adhs-infomaterial/konzentrationsubungen.pdf (Matching activity on pg. 5) 11. <https://www.youtube.com/watch?v=qYU4OgMDSjM> 12. <https://positivepsychology.com/emotion-wheel/> 13. <https://positivepsychology.com/emotion-wheel/#worksheets-wheel-of-emotions>

Evaluation Scheme:

Component	Weightage (100)
Continuous evaluation (Class Participation, Labs?, Discussion Posts, Exercises, Games)	20%
Social Engagement Project- Presentation	40%
Social Engagement Project- Report	40%

Trimester III

(Academic Year 2021-22)

Course Title: Fundamentals of Human Resource Management**Course Code: BS2101****Credit: 3****Course Instructors: Dr. Upasana Singh****Course Description:**

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

Course Learning Objectives:

On completion of the course the students will be able to

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

Topics to be Covered:

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

Session Plan

Session	Topics
1-2	HRM : Introduction <ul style="list-style-type: none"> • Evolution of HRM • Objectives, scope and function • The HR Competencies
3-5	Human Resource as Business Partner (HRBP) <ul style="list-style-type: none"> • Factors influencing corporate strategy • Linking corporate strategy to HR Functions. • Models of SHRM
6-8	Planning and Acquiring HR <ul style="list-style-type: none"> • Process of Human resource Planning • Recruiting and selecting
9-11	Performance and engagement <ul style="list-style-type: none"> • Purpose, process and criteria for effective performance management • Methods for measuring performance • Employee engagement

11	Quiz/ Assessment
12-14	Training and Developing Talent
15-17	Employee Compensation and Benefits <ul style="list-style-type: none"> • Factors influencing pay structure • Establishing pay structure
18-20	Ethics, Employee Relations and fair treatment at work Workplace legislations and regulations
21-23	HR Analytics and HR metrics
24-26	Emerging trends in HR
27-28	Recapitulation
29-30	Presentation

Course Requirement:

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

Reference Book:

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

Evaluation Scheme:

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

Course Title: Marketing Research
Course Code: MA2111
Credits: 3
Course Instructors: Mr. Jishnu Changkakoti

Course Description and Objectives:

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

Course Learning Outcomes:

After course completion, the students will be able to:

1. Have a clear understanding of consumers and trade customers, which is essential for taking appropriate marketing decisions for any marketing professional.
2. Equipped with the understanding of marketing research tools and techniques so that they are able to use marketing research as an aid to marketing decision making

Pedagogy

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

Recommended Text Book

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

Session No. (2 hours/session)	Topic	Reading Material	Case Study	Daily assignment for students
1	Introduction to Marketing Research and Problem Definition	Text book Chapters 1 & 2	Mini-cases from text book: 1. Case 2.3- Positioning Strategy for Akon Children’s HospitalVideo 2. Case 10.1 - Dunkin Donuts	Project selection: Choose any brand from any category. Define what you think could be a marketing issue/problem for this brand.
2	Research Design and Writing a Research Brief	Text book Chapter 3	Case Study: The New Beetle 501023-PDF-ENG. HBR.	

Session No. (2 hours/session)	Topic	Reading Material	Case Study	Daily assignment for students
3	Exploratory Research Design - Secondary Data	Text book Chapter 4	2 live exercises on secondary data analysis to be done in class	<ol style="list-style-type: none"> 1. Formulate a research approach & research design for the brand selected. Write a research brief on the issue identified 2. Do a survey of the secondary data available on the brand.
4	Exploratory Research Design - Qualitative Research - 1	<ul style="list-style-type: none"> • Text book Chapters 4 & 5 • An Anthropologist Walks into a Bar, HBR, 2014. 	<ul style="list-style-type: none"> • Two mock FGD sessions to be conducted in class by students. 	
5	Exploratory Research Design - Qualitative Research - 2		<p>In-class exercises:</p> <ol style="list-style-type: none"> 1. Present on project topic - marketing issue and research questions - 5 min x 5 = 25 min 2. Design a discussion guide for an FGD on this topic - use text book as reference - 30 minutes + 10 min x 5 for presenting the guide 	Do <u>pilot</u> qualitative research with consumers for the brand selected.
6	Descriptive Research Design - Survey and Observation	Text book Chapter 6	Groups present findings of pilot qualitative research in class	
7	<ul style="list-style-type: none"> • Questionnaire design 	Text book Chapter 10	Class Exercise: Students evaluate & modify questionnaires they used for pilot study	

Session No. (2 hours/session)	Topic	Reading Material	Case Study	Daily assignment for students
8	<ul style="list-style-type: none"> • Measurement and scaling • Mid-term quiz 	Text book Chapters 8 & 9		
9	Project Presentations Part 1 - upto findings of qualitative research			
10	Sampling	Text book Chapters 11 & 12		
11	Causal Research Design - Experimentation Measurement and Scaling	<ul style="list-style-type: none"> • Text book Chapter 7 • How to Design SmartBusiness Experiments . By: Davenport, Thomas H. <i>Harvard Business Review</i>, Feb2009, Vol. 87 Issue 2. 		
12	Fieldwork and Data Analysis 1	Text book Chapters 13, 14. Chapters 15 - 22		
13	Data Analysis 2	Text Book Chapters 15 - 22		
14	Data Analysis 3	Text Book Chapters 15 - 22		

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

Case Studies and Readings List

1. **The New Beetle. Product Code: 501023-PDF-ENG. HBR.**
2. An Anthropologist Walks into a Bar, HBR, 2014. Product Code: R1403F-PDF-ENG
3. How to Design Smart Business Experiments. By: Davenport, Thomas H. Harvard Business Review, Feb 2009, Vol. 87 Issue 2. Product Code: R0902E-PDF-ENG

Assessment Plan

Component	Weightage
Group Project	40
Mid Term Quiz	20
End Term Exam	40

Course Title: Idea Validation and Business Model Design

Course Code: ED2106

Credit: 3

Course Instructors: Prof. Apoorv Bamba

Course Description:

This course intends to familiarize students with concepts pertaining to Idea Validation & Business Model Design. The aim is to give students a deep understanding of these concepts around understanding the problem and finding the solution. With this course, they will be better equipped at understanding their target group and strengthening their ideas. With the help of real-life examples, visual aids, mentor connect sessions and various market activities - the students are expected to understand the concepts in depth and be able to apply them in their actual entrepreneurial settings. The assignments included will be with the intention of getting them to apply their knowledge to test theoretically, as well as with practical usage in their respective startups.

Course Learning Outcomes:

After course completion, the students will be able to:

- Understand the origin of the problem and their ideas
- Find some structure to move ahead from the initial 'Ideation' stage
- Seek, assimilate and work or re-work on their ideas and problem-solution fits by interacting with potential customers and industry experts
- Hypothesize, test and establish a potential clientele and market for their startups
- Develop a structured focus on customers, market trends and industry To help students organize understand the origin of the problem and their ideas

Course Content/Topics to be covered:

- Idea Validation
- Problem Statement Vision
- Introduction to Design Thinking
- Empathy Mapping
- Mindmapping
- Hooked - building habit forming products
- Consumer Research
- Disruptive innovation

References (Textbooks/case studies/articles):

1. Course handouts will be provided with relevant references to chapters, articles, and patents
2. Hooked by NirEyal

Evaluation Scheme:

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

Course title: Critical Thinking for Problem Solving and Decisions

Course code: CC2121

Credits: 2

Course Instructors: Afreen Faridi

Course Description

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

Course Outcomes:

After course completion, the students will be able to:

- Describe how to think critically and solve problems.
- Apply advocacy and enquiry to analyze organizational problems.
- Improve critical thinking and questioning skills.
- Analyze the context and information to identify a problem.
- Make use of problem-solving methods and tools.

COURSE SYLLABUS:

- Definition and Type of Decision Making
- Decision-Making Processes
- Ethical approaches and Decisions
- The significance of purpose and context
- Techniques for problem analysis
- Techniques for Decision Implementation
- Obstacles to Sound Reasoning
- Examining alternate solutions

Readings/Video(s)

1. Lehrer, J. (2010). How we decide. Houghton Mifflin Harcourt.
2. Heath, C., & Heath, D. (2013). Decisive: How to make better choices in life and work. Random House.
3. Hammond, J. S., Keeney, R. L., & Raiffa, H. (2015). Smart choices: A practical guide to making better decisions. Harvard Business Review Press.
4. Cases and scenario will be shared in the class

Evaluation Scheme

Component	Weightage (100)
Assignment	40
Class Participation	20
Lab Evaluation-I	20
Theory Exam-III	20

Evaluation scheme for Re-test

Sr. No	Specifications	Marks
1	Theory Exam (Re-test)	30

Course Title: Business Modeling using Excel
Course Code: ID2113
Credits: 3
Course Instructors: Dr. Ashwini Sharma

Course Description:

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

Course Learning Objectives:

After course completion, the students will be able to

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

Topics to be Covered:

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

Readings Material:

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

Assessment Matrix:

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

Course Title: Capstone
Course Code: PW2101
Credits: 2
Course Instructors: Mr. Praveen Arora, Dr. Sarita Gupta

Overview

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

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

Course Learning Outcomes:

After course completion, the students will be able to

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

Assessment Matrix:

Assessment Criteria	Percentage
Group Evaluations*	75
Class Participation	15
Report	10
Grand Total	100%

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

Course Title: Law & Citizenship
Course Code: LS2104
Credit: 1
Course Instructors: Mr. Apurv Mishra

Overview:

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

The seminar focuses on the following three themes:

1. Why You Matter: Rights and Duties of Citizens
2. How to Matter: Advocacy on Challenging Issues
3. What Matters Now: Revisiting Citizenship in 21st century

Course Learning Outcomes:

After course completion, the students will be able to:

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

Course Content/Topics to be covered:

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

References (Textbooks/case studies/articles):

11 post-lecture readings have been shared with the cohort.

Assessment Matrix:

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

Course Title: Comparative Public Administration
Course Code: LS2106
Credit: 1
Course Instructors: Prof. Arpit Chaturvedi

COURSE DESCRIPTION:

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

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

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

COURSE LEARNING OUTCOMES:

After course completion, the students will be able to

- Conduct comparative analysis in social sciences and public administration.
- Understand the methodologies of Max Weber and Emile Durkheim in conducting comparative analysis.
- Create ideal types by using deductive and inductive methods.
- Use Mill's direct and indirect methods of causal reasoning.
- Conduct pathways analysis for causal conditions on FsQCA software.

Course Content/Topics to be covered:

Lecture1: Introductions and Why the Comparative Method

Collier, David. "The Comparative Method." SSRN Scholarly Paper. Rochester, NY: Social Science Research Network, 1993. <https://papers.ssrn.com/abstract=1540884>.

Lecture 2: Qualitative Comparisons and Using Ideal Types

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

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

Lecture 3: Causal Inferences and Pathways Analysis

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

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

Lecture 4: Comparative Method Application: Public Participation in Governance (In class Presentations/Assessment and Discussion)

Specific instructions for the assignment:

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

Cases:

(i) Brazil, Porto Alegre

Baiocchi, Gianpolo. 2001. "Participation, Activism, and Politics: The Porto Alegre Experiment and Deliberative Democratic Theory." *Politics and Society* 3(1).

(ii) Armenia

Babajanian, Babken V. 2008. Social Capital and Community Participation in Post-Soviet Armenia: Implications for Policy and Practice. *Europe-Asia Studies* 60 (8): 1299 - 1319.

(iii) Mexico and India

Fleischman, Forrest, and Claudia Rodriguez Solorzano. "Institutional supply, public demand, and citizen capabilities to participate in environmental programs in Mexico and India" *International Journal of the Commons* , 2018, Vol. 12, No. 2 (2018), pp. 162-190.

References (Textbooks/case studies/articles):

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

- Fleischman, Forrest, and Claudia Rodriguez Solorzano. "Institutional supply, public demand, and citizen capabilities to participate in environmental programs in Mexico and India" *International Journal of the Commons* , 2018, Vol. 12, No. 2 (2018), pp. 162-190.

Evaluation Scheme:

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

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

Trimester IV

(Academic Year 2022-23)

Course Title: Business and Intelligent Machines

Course Code: ID2101

Credits: 3

Course Instructors: Dr. Sonal Jain

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

Course Learning Outcome

After course completion, the students will be able to:

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

Syllabus

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

Assessment Plan:

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

Course Title: Communication and Storytelling**Course Code: C2116****Credit: 2****Course Instructors:****Course Description**

This course covers the relevance of effective communication, impact of poor communication and various parts of verbal and nonverbal communication. Students learn about the components of communication: kinesics, paralanguage (voice), and language, as well as how to improve them. Storytelling is vital because it is through it that people form communities and share ideas all around the world. Students will also learn how to shape their ideas into a compelling story in this course.

Course Learning Outcomes:

After course completion, the students will be able to:

- Produce persuasive presentations following appropriate kinesics and paralinguistic features.
- Understand audience, their needs, and what you're trying to achieve with your big idea.
- Apply appropriate communication skills across settings, purposes, and audiences.
- Compose a story that brings your vision to life and motivates others toward action.

Topics to be covered:

1. Nature and importance of communication
2. Mehrabian's Communication Theory
3. Consequences of poor communication
4. Fundamentals of Effective Presentation
5. Influence of culture on communication
6. Formats of Public speaking (oral narration, conversational skills)
7. Elements of Storytelling.
8. Art of Persuasion: Understanding the audience
9. Aristotelian Appeal

Evaluation Scheme:

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

References for reading:

1. Unleash the Power of Storytelling: Win Hearts, Change Minds, Get Results,
2. Author: Rob Biesenbach , Publisher: Eastlawn Media (19 February 2018)
3. Story worthy: Engage, Teach, Persuade, and Change Your Life through the Power of Storytelling
4. Author: Mathew Dicks, Publisher: Publisher: New World Library - New World Library - New World Library (15 May 2018)

Course Title: Sales & Channel Management

Course Code: MA2201

Credits: 3

Course Instructors: Prof. Deepak Agrawal

Course Description:

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

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

Course Learning Outcomes:

On completion of the course the students will be able to

- a) Understand and appreciate the strategic role of the sales and distribution function
- b) Develop an understanding of Go To Market/ Route To Market strategies in distribution and how do they evolve as per company's sales and distribution strategies
- c) Understand the drivers and levers impacting various distribution challenges and enhancing field force effectiveness.
- d) How is e commerce changing/ challenging the traditional sales and distribution models.
- e) Sales and channel management tools like salesforce, Zoho CRM or similar sales management applications

Recommended Text Book:

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

Reference Books:

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

Articles:

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

Evaluation Scheme:

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

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

Course Description:

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

Course Learning Outcomes:

After course completion, the students will be able to:

- Improve upon their existing strengths as learners and potential corporate/entrepreneurial leaders and address their weaknesses
- Present their ventures and ideas effectively
- Identify new opportunities as well as understand myriad marketing and venture development strategies and Go-To-Market strategies
- Equip themselves with technical knowledge around building Pitch Decks

Course Content/Topics to be covered:

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

References (Textbooks/case studies/articles):

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

Evaluation Scheme:

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

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

Course Description

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

Course Objectives

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

To equip students with

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

Course Learning Outcomes

After course completion, the students will be able to understand:

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

Course Content

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

Tentative Session Plan

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

Reading Material:

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

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

Evaluation Scheme:

Assessment Components	% Weightage
Quiz-1	10
Quiz-2	10
Assignment (Group Assignment)	20
Mid Term	20
End-Term Exam	40

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

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

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

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

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

COURSE LEARNING OUTCOMES (i.e., CILOs)

After course completion, the student will be able to

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

OTHER DESIGN OUTCOMES:

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

Assessment:

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

Modalities:

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

Format: As indicated above

Instructor: Umamahesvaram Mandi

Co-Instructor: (to be decided)

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

Course Description

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

Course Objective

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

Course Learning Outcomes

After course completion, the students will be able to:

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

Evaluation Scheme

Components	Weightage
Assessment (Faculty Report Assessment)	25 %
Industry Guide Feedback	25%
Presentation	50%

Course title: Rural Marketing and Inclusion: Immersion Workshop

Course code: MA2215

Credits: 1

Course Instructors: Jaipal Singh Kaushik

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

With the increasing income in rural areas and with improved communication- road connectivity, internet, social media and so on - the demand for various products which were so far considered mainly for urban consumers, has increased in rural areas. The improved purchasing power and innovations in mode of payments, availability of finances etc. has further augmented the rural markets. Most companies are seriously looking at rural markets as their consumer base to expand. As almost 65% of Indian population lives in villages and small towns, there is a huge potential for marketing of various products in rural areas.

The rural people also differ from urban people in many ways! The economy (sources of income) is different as most rural people still earns their livelihoods from agriculture and allied activities, their social values are different compared to their urban counterparts, their income and education levels are different, and their needs and aspirations might also be different than that of urban counterparts. For marketing managers, it is extremely important to know & understand the rural economy, rural consumers and their behaviour for successful marketing of the products.

This short course 'Rural Marketing and Inclusion- Immersion Workshop' is designed to expose the future marketing managers (students) to the rural consumers to understand the rural economy, to interact with existing and potential consumers and reflect on the strategical application of four Ps of marketing in rural markets.

Workshop Learning Goals

After course completion, the students will be able to:

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

COURSE LEARNING OUTCOMES (i.e.,CILOs)

The course will give an opportunity to students to understand the rural consumer behaviour

- what do they need?
- which factors influences their buying behaviour?
- from which communication/ information channels they get information about the products?
- what is the decision-making process (while deciding to buy a product)?
- Most important, students will be able to understand the rural economy- rural livelihoods etc. and
- Application of four Ps of marketing in rural areas

OTHER DESIGN OUTCOMES

The course is intended to be offered as a 1-week immersion workshop in rural and semi urban areas. The course involves physical market visits and interactions with businesses and customers face to face, the course will be offered following all due covid 19 protocols.

There will be interactive sessions in the beginning of the workshop where students will be facilitated to discuss & understand various concepts of rural area, its economy, marketing concepts in context of rural products & services, consumer behaviour analytical model etc.

The students will interact with real rural consumers face-to-face and learn their needs, behaviour & decision- making process etc. in groups of 2-3. They will collect necessary data, analyse the same and present their learnings on the last day. The instructor and other experts will comment on the presentation to refine the understanding of the students.

Sr. No	Session	Details	Remark
1.	Conceptual clarity – class room discussion	About rural economy, livelihoods – sources of income and items of expenditure, Basic marketing concepts Consumer behaviour model, Application of four Ps of marketing Use of technology – smart phone, social media etc.	Class room
2.	Preparation for field visit to interact with rural consumers and other stakeholders	The field assignments will be explained to students and based on the objective of the assignment, students will prepare draft survey/ interview schedule In afternoon, course instructor will help the students to finalise the schedule Students will form a group of 2-3	
3.	Field visit – two days	The students (in their respective group) will visit villages to interact with rural consumers; shop keepers/ retailers/ wholesalers etc. Record the data as per the schedule	Two or three villages nearby
4.	Presentation of the learning	First half of the day for preparation/ finalisation of the presentation Second half of the day for the presentations	In person at the college class room/ conference room

Reading Material:

Students may like to read any rural marketing papers and/or books available in library and on internet.

Marketing Management – analysis, planning & control by Philip Kotler is a good book to read – selected chapters

Assessment Plan:

Participants will be assessed based on their efforts put in field and on the efforts put in consolidating their learning and presenting the same at the end of the workshop

1. Class participation – 20 marks
2. Assignment (Questionnaire) – 40 marks
3. Presentation – 40 marks (20 marks for the content and 20 marks for communication)

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

Course Description and Objectives

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

Course Learning Outcomes:

After course completion, the student will be able to

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

Session Plan

Session No.	Topic	Reading Material	Case Study
1 &2	What is Product Management & Brand Management? Marketing Planning: Category, Consumer & Competition Analysis. Market Potential & Sales Forecasting	1. Core Text (Product Management): Chapters 2, 3 and 5 2. Principles of Product Policy by AnitaElberse 3. Marketing Analysis Toolkit: Market Size & Market Share Analysis byThomas Steenburgh & JillAvery	Cottle-Taylor: Expanding the Oral Care group in India by John A. Quelch&AisaZalosh ; HBS Oct 2011

3	What is Brand Equity – Definitions and Models of Brand Equity	<ol style="list-style-type: none"> 1. Core Text (Strategic Brand Management): Chapters 2 &3 2. The Brand Report Card by Kevin Lane Keller – HBR Article 3. Brand Equity: An Overview by Paul W.Farris 	Discussion on “The Brand Report Card” by Kevin Lane Keller
4	Developing Product Strategy	Core Text (Product Management): Chapter 8	Chase Sapphire – Creating a Millennial Cult Brand by Santana, Avery and Snively
5	Designing the Right Product	<ol style="list-style-type: none"> 1. Core Text (PM): Chapter 8 2. Defeating Feature Fatigue by Roland Rust, Deborah Viana Thompson & Rebecca Hamilton (HBR) 	
6	Product and Brand Positioning	<ol style="list-style-type: none"> 1. Core Text (PM): Chapter8and Core Text (SBM): Chapter 2 &3 2. Market Segmentation, Target Selection and Positioning by Miklos Sarvary and AnitaElberse 3. Brand Positioning by Sunil Gupta and Jill Avery,HBR 	Brand Revitalizing And Brand Reinforcement: The Case of Arrow Shirts in the Indian Context - S. Ramesh Kumar and AmodChoudhary
7	Integrating Communications into building of brand equity	Conceptual Models of How Advertising Works to Persuade Individuals by Paul W Farris and Tania de la Pena Calderon	
8	Brand Strategies & Brand Architecture	Core Text (SBM): Chapter 11	Taj Hotels Resorts & Palaces
9	Introducing New Products	<ol style="list-style-type: none"> 1. Managing the new product development process – Robert Dolan 2. Eager Sellers & Stony Buyers – Understanding the Psychology of New Product Adoption; John T. Gourville, June 2006 oland Trust, Zeithaml, Lemon 	

		3. Note on Innovation Diffusion – John Gourville	
10	Growing through product and brand extensions	<ol style="list-style-type: none"> 1. Core Text: Core Text (SBM): Chapter12 2. Extend Profits, Not Product Lines: John Quelch & David Kenny; HBR Sep1994 	GoPro: Brand Extension by Michael Marks and Jaclyn C. Foroughi
11	Product Life Cycle: What it is and how to manage it	Exploit the Product Life Cycle – Theodore Levitt Nov 1965	Maggi Noodles in India: Creating & Growing the category Mid-term quiz to be held during this class - 20 questions, 20marks, 30 minutes
12	Managing Brand Equity over time	<ol style="list-style-type: none"> 1. Core Text (SBM): Chapter 13 2. Managing Brands for the Long Term by Kevin Lane Keller 	Dove: Evolution of a Brand
13	The Challenge of Managing Global Brands Locally	<ol style="list-style-type: none"> 1. Core Text (SBM): Chapter 14 2. Global Brand Management: Best Practises and Learnings From Efforts to Build the Business “Over There” by Julie Hennessey, Eric Leininger and Evan Meagher 	L’Oreal: Global Brand Local Knowledge
14	Introduction to Services Marketing – 1	Book: Services Marketing by Valarie A. Zeithaml, 7th Edition	
15	Introduction to Services Marketing – 2		
16	One day workshop on digital specific products covering service offering e.g. OTT platforms		

Recommended Books

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

Recommended Reading:

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

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

Evaluation Scheme

Students will be evaluated on the following four components.

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

Course Title: Retail Banking and Operations**Course Code: FA2203****Credits: 2****Course Instructors: Prof. Praveen Arora**

Course Description:

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

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

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

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

Course Learning Outcomes:

After course completion, the students will be able to understand:

- a) Various facets of retail banking and its operations
- b) How Fintech is transforming functions across banking and financial services in a broader manner

Course Content/Topics to be covered:

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

References (Textbooks/case studies/articles):

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

Evaluation Scheme

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

Course Title: Supply Chain Management
Course Code: OP2211
Credits: 2

Course Description:

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

Course Objectives:

The course has following objectives:

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

Course Learning Outcomes:

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

Topics to be Covered

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

Reference Books:

- Sunil Chopra, Peter Meindl. D. V. Kalra (2016). *Supply Chain Management: Strategy, Planning, and Operations*. 5th Edition. New Delhi, Pearson.
- D.S.Levi,P.Kaminsky,E.S.Levi,R.Shankar(2011),*Designing&managingtheSupplyChain Concepts, Strategies & Case Studies, 3rd edition, Tata McGraw Hill*
- Janat Shah (2016), *Supply Chain Management: Text and Cases*, Pearson NewDelhi.
- R.B.Chase,R.Shankar,F.R.Jacobs,N.J.Aquilano(2010),*Operations&SupplyManagement, 12th edition, McGrawHills*
- V. Sople. (2010). *Logistics Management*. 2nd Edition. Noida. PearsonEducation.
- D. K. Agrawal. (2010). *Supply Chain Management: Strategy, Cases and Best Practices*. 1st edition. New Delhi. Macmillan Publishers IndiaLtd

Evaluation Scheme

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

Note:

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

Trimester V

(Academic Year 2022-23)

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

Course Description and Objectives:

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

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

Course Learning Outcomes:

After course completion, the students will be able to

1. Understand various aspects of strategy
2. Distinguishing strategy and strategic management from other organizational challenges and decisions
3. Understand strategy implementation as a key sustainable competitive advantage

Recommended Books Primary text book: Strategic Management – A South Asian Perspective by Hitt, Ireland, Hoskisson and Manikutty

Tentative Session Plan:

Session No.	Topic	Reading Material	Case Study
1 & 2	An Introduction to Strategy & Strategic Management	What is Strategy? Harvard Business Review, Nov./Dec. 1996. HBR 96608-PDF-ENG	
3 & 4	<ul style="list-style-type: none"> • Competitive factors that shape strategy • Vision and mission 	Building Your Company’s Vision, Harvard Business Review, Sep./Oct. 1996. HBR 96501- PDF-ENG	Starbucks Coffee Company-Transformation and Renewal HBR 314068-PDF- ENG
5 & 6	Analysing the external environment	The Five Competitive Forces That Shape Strategy, Harvard Business Review, January, 2008. HBRR0801E-PDF-ENG	Cola Wars Continue: Coke and Pepsi in 2010. HBR 711462- PDF-ENG
7 & 8	Analysing the internal environment	Core Competency of the Corporation, Harvard Business Review, May/June, 1990. HBR 90311-PDF-ENG	

9 & 10	Business level strategy part 1	From Competitive Advantage to Corporate Strategy, Harvard Business Review, May/June, 1987. HBR 87307-PDF-ENG	Walmart Inc. takes on amazon.com . HBR 718481-PDF-ENG
11 & 12	Business level strategy part 2	Blue Ocean Strategy. HBR R0410D-PDF-ENG	
13 & 14	Global Strategy		House of Tata: Acquiring a Global Footprint HBR 708446-PDF-ENG
15	Alliances/JVs/ M&As	Not all M&As are Alike, Harvard Business Review, March, 2001. HBRR0103F-PDF-ENG To Diversify or Not to Diversify, Harvard Business Review, Nov/ Dec., 1997. HBR 97608-PDF-ENG	

Each Session is of 2 Hours

List of Case Studies & Readings:

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

Evaluation Scheme:

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

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

Course Description:

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

Course Learning Outcomes:

After course completion, the students will be able to:

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

Tentative Session Plan:

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

Special Instructions

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

References :

1. Text Book: Alan Zimmerman, Jim Blythe_Business to Business (2019); Routledge
2. https://harvard.service-now.com/ithelp?id=kb_article&sys_id=4c3290f6db5b845430ed1dca4896197f#roles

Evaluation Scheme:

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

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

Course Description:

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

Course Learning Outcomes

After course completion, the students will be able to:

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

Tentative Session Plan

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

References

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

Evaluation Scheme

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

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

Course Description:

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

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

Course Learning Outcomes:

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

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

Course Content/Topics to be covered:

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

References (Textbooks/case studies/articles):

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

Evaluation Scheme:

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

Course Title: Cognition and Critical Thinking

Course Code: CC2117

Credit: 2

Course Instructors: Dr. Richa Mishra

Course Description:

Human abilities such as strategic decision-making and critical thinking are proving to be critical skills for the modern professional in an increasingly automated business landscape. This course will assist students in becoming a thinking professional capable of distinguishing between fact and opinion and presenting well-reasoned arguments. They will discover how to overcome blind spots before arriving at a conclusion.

Course Learning Outcomes

After course completion, the students will be able to

- Produce higher order cognitive questions for research.
- Identify, evaluate and synthesize information.
- Distinguish between facts, assumptions and opinion.
- Develop a line of reasoning to support a decision or course of action

Topics to be covered

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

References for readings:

1. Fisher, A. (2011). Critical thinking: An introduction. Cambridge University Press.
2. Fisher, A., & Scriven, M. (1997). Critical thinking its definition and assessment. Centre for research in Critical Thinking.
3. Dobelli, R. (2013). The art of thinking clearly: better thinking, better decisions. Hachette UK.
4. Budden, L. (2007). Critical Thinking Skills: Developing Effective Analysis and Argument. Contemporary Nurse, 25(1-2), 174-175.

Evaluation Scheme

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

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

Course Description:

This course intends to familiarize students with concepts pertaining to Sales, Branding, Fundraising, Market Research, Business Plan and Pitching. The aim is to give students a deep understanding of these concepts around entrepreneurial finance and business plan, while also explaining the relevance that each of them holds in the students' current ventures. With this course, they will be better equipped at understanding their ideal customers, identifying shortcomings, revenue models selling and pitching and becoming investment ready. With the help of real-life examples, visual aids, mentor connect sessions and various market activities - the students are expected to understand the concepts in depth and be able to apply them in their actual entrepreneurial settings. The assignments included will be with the intention of getting them to apply their knowledge to test theoretically, as well as with practical usage in their respective startups.

Course Learning Outcomes:

On completion of the course the students will be able to

- Understand the target customer and market/sell their product
- Identify the most efficient Sales and Marketing strategies
- Create a Revenue Model of their venture
- Become familiar with business plan and investor pitch
- Equip themselves with technical knowledge around building Pitch Decks

Course Content/Topics to be covered:

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

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

Evaluation Scheme:

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

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

Course Description:

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

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

Course Learning Outcomes:

After course completion, the students will be able to understand:

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

Course Content/Topics to be covered:

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

Session One: Mathematics in Nature (2 hours)

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

Session Two: Logic (2 hours)

- Using logic to interpret meanings, words, and symbols,
- deductive and inductive logic,
- Critical Thinking
- Evolution of mathematics, as a priori knowledge
- Paradoxes in Mathematics

Session Three: Number System (2 hours)

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

Session Four: and Set Theory (2 hours)

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

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

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

Session Six: Geometry (2 hour)

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

Session Seven: Fair Distribution (2 hours)

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

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

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

Session Nine: Voting Methods (2 hours)

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

Session Ten: Complex Adaptive Systems (2 hours)

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

References (Textbooks/case studies/articles):

These are only indicative.

1. Angel, A. R., & Porter, S. R. (2009). *A survey of mathematics with applications*. Pearson Addison Wesley.
2. D.J. Struik (1942), *On the Sociology of Mathematics, Science & Society*, Guilford Press
3. Dantzig, T. (2007). *Number: The language of science*. Penguin.
4. Edward Burger and Michael Starbird (1999), *The Heart of Mathematics: An Invitation to Effective Thinking*, Key College
5. G.H.R. Parkinson and H.G. Shanker, *Routledge History of Philosophy: Philosophy of Science, Logic and Mathematics in the 20th Century*, London: Routledge (select chapters)
6. Gel'fand, S. I. et. al. (2002). *Sequences, combinations, limits* (Vol. 3). Courier Corporation.
7. Gerard Alberts (1994), *On Connecting Socialism and Mathematics: Dirk Struik, Jan Burgers and Jan Tinbergen*, *Historia Mathematica*
8. H.J.M. Bos and H. Mehrtens (1977), *The Interaction of Mathematics and Society in History Some Exploratory Remarks*, *Historia Mathematica*
9. Jack C. Gill & Robert Blitzer, *Competency in College Mathematics*, H&H Publishing, Clearwater Florida (select chapters)
10. John Tabak, *Mathematics and the Laws of Nature: Developing the Language of Science*, New York: Facts on File
11. Karl J. Smith, *The Nature of Mathematics* (12e), Little, Brown
12. Keith Devlin (2012), *Introduction to Mathematical Thinking*
13. Kline, M. (1967). *Mathematics for liberal arts*. Addison-Wesley Pub. Co..
14. Marcia Ascher (1984), *Mathematical Ideas in Non-western Culture*, *Historia Mathematica*
15. McGinnis, R. (1965). *Mathematical foundations for social analysis*. The Bobbs-Merrill.
16. Mitchell, Melanie (2009). *Complexity: A guided tour*. Oxford University Press.
17. Ore, O. (1990). *Graphs and their uses* (Vol. 34). Cambridge University Press.
18. Paulus Gerdes (1994), *On Mathematics in the History of Sub-Saharan Africa*, *Historia Mathematica*
19. Polya, G. (1954). *Induction and analogy in Mathematics*, Princeton University Press
20. Polya, G. (2014). *How to Solve It: A New Aspect of Mathematical Method: A New Aspect of Mathematical Method*. Princeton university press.
21. Sarukkai, S. (2005). Revisiting the 'unreasonable effectiveness' of mathematics. *Current science*, 88(30), 415-423.
22. Sarukkai, S. (2003). Applying mathematics: The paradoxical relation between mathematics, language and reality. *Economic and Political Weekly*, 3662-3670

Evaluation Scheme:

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

Course Title: Financial Markets and Services

Course Code: FA2202

Credits: 3

Course Instructors: Dr. Lokanath Mishra

Course Description

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

Course Objectives

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

Course Learning Outcomes

After course completion, the students will be able to:

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

Course Content

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

Tentative Session Plan

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

Reference books:

- Financial Institution and Markets by Meir Kohn 2nd Edition, Oxford University Press, New Delhi.
- Indian Financial System by Bharati V. Pathak, 4th Edition, Pearson Education , New Delhi.
- Additional readings, cases, and numerical problems will be provided as part of the course

Evaluation Scheme:

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

Course Title: Marketing Analytics

Course Code: MA2214

Credits: 3

Course Instructors: Prof. Umamaheswaram Mandi

Course Description:

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

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

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

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

Course Learning Outcomes

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

- Develop an understanding and appreciation of Customer and Market Segmentation, in any marketing context
- How to perform Consumer Preference Studies
- How to measure Customer Lifetime Value and utilize the same for developing sales strategies
- Understand the nuances of New Product development decisions
- To conduct Pricing Analytics and Optimization

And Using techniques and methodology taught in the course, students will be able to conduct

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

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

Other Design Outcomes

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

Topics to be covered:

Topic	Reading Material	Case Study or Analysis of Data Sets	Assignment Allotted
Basic Techniques to obtain Insights into data and Laying foundation for Advanced Analytics	Text book: Chapters 15	Class-Exercise: Analysis of Data Set provided in Chapter 15 to obtain insightful conclusions and Hypothesis formulation and testing	Analysis of Class- Data Set Chapter-15 Continued and Completed.
Introduction to Marketing Analytics – An introduction to Measurement and scales. And Sampling Size determination (initial and final)	Text book: Chapters 8 and Chapter12 Big Data: The Management Revolution by Andrew McAfee and Erik Brynjolfsson HBR, October 01, 2012 (https://harrt.ucla.edu/wp-content/uploads/2015/12/Big-Data-The-Management-Revolution-.pdf)	Indian Products Limited (A): Plan for Data Analysis – IIMA/MAR0303(A) Variable Code-Book Preparation and Data Analysis plan preparation	Sample Size Determination
Marketing managers are often faced with the decisions on the level of investment in different marketing activities. A framework for making the resource-allocation process more data-driven. This perspective of resources allocation for strategic goals of a firm is reflected in the marketing front.	A Resource-Allocation Perspective for Marketing Analytics – by Paul W. Farris and Rajkumar Venkatesan #: UV6783-PDF-ENG	Class-Exercise: Introductory analysis of Data Set from Case 1.1 of the text book. The Birth of Dunia (B): Time to Actively Start Lending? by Swee Liang Tan, Kevin Sproule, S.N. Venkataramanan SMU384 PDF-ENG	

<p>Product Segmentation wherein marketers analyze the product characteristics or benefits that customers seek, the various benefits that the products offer act as observed variables. Some of these variables could be correlated and hence grouped together into an observed factor. Robust insights into customer choices through their grouped benefits can be obtained through this analytic framework</p>	<p>Text Book: Chapter-19: Factor Analysis</p>	<p>Class-Exercise: Introductory analysis of Data- Set from business case data set 19.1 from the text book</p>	<p>Data set from business case data set 19.1 - Text book Continued and completed</p>
<p>Identification of preferences of customers to help launch retail-outlets, service centers etc.; customer-attributes that can help in product-launches, determining customer segment specific promotion strategies. Broadly this forms the theme of Customer segmentation</p>	<p>Text Book: Chapter-20</p>	<p>Segmentation at Sticks Kebab Shop - Case M-0866 / Published March 7, 2014</p> <p>Class-Exercise: Introductory analysis of Data- Set from Case 20.1 from the text book</p>	<p>Data set from case 20.1 - Text book Continued and completed</p>
<p>Customer Lifetime Value (CLV) can be more useful in shaping managers' decisions. forecasting future activity. CLV is a measurement of how valuable a customer is to a firm with a very long-term as opposed to just the first purchase. This metric helps understand among other things the cost of acquisition</p>	<p>University of Connecticut and IBM video URL: https://youtu.be/tHc-a_4Ze3c</p>	<p>The Power of CLV: Managing Customer Lifetime Value at IBM, January 2008 <i>Marketing Science</i> 27(4):585-599</p>	
<p>Correlation and Regression: Normally Used in initial analysis and studies as a valid measure of prediction of purchase behavior. To understand the relationship that exists between a dependent decision variable with that of a set of independent variables (variables are metric)</p>	<p>Text Book: Chapter-17</p>	<p>Class-Exercise: Chapter-17 Ex Sneakers Data Analysis and discussion of results</p>	<p>Data set: 17.1 completion of exercise</p>
<p>Introduction to Discriminant Analysis: To understand, distribute and classify customers, retail-concepts etc into groups or categories</p>	<p>Text Book: Chapter-18</p>	<p>Class Exercise: Chapter- 18.2</p>	

Brief Introduction to Sentiment Analysis and more advanced models for customer decision making. To understand digital analytics model, sentiment analysis, text analysis to understand consumers through conversations they engage in the digital world.	Reading Material to be circulated	Transformation of Marketing at the Ohio Art Company (B) #:UV6473-PDF-ENG (HBS)...	
Brief Introduction to Digital Analytics : Theory, Framework and Matrices		Transformation of Marketing at the Ohio Art Company (B) #:UV6473-PDF-ENG (HBS) - continued	
Project Presentation	Project Presentation	Project Presentation	Project Presentation

Text Book, Reference MOOC and Video Play-list:

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

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

Other Reading Material:

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

More Reading Material would be assigned during the course

Additional Resources:

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

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

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

Evaluation Scheme:

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

Course Title: Quality & Operations Excellence
Course Code: OP2213
Credits: 2

Course Description:

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

Course Objectives:

The course has following objectives:

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

Course Learning Outcomes:

After course completion, the students will be able to:

1. Understand various quantitative and qualitative tools deployed during operations management.
2. Understand the quality management techniques used in industry.
3. Identify problem and make operations and quality related decisions under various circumstances.

Topics to be covered:

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

Reference Books:

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

Evaluation Scheme:

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

Note:

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

Trimester VI

(Academic Year 2022-23)

Course Title: Special Topics in Management

Course Code: ST2202

Credits: 4

Course Instructors: Dr. Lokanath Mishra, Dr. Sheetal Mundra, Dr. Upasana Singh, Dr. Punam Mishra

Course Objective:

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

Course Learning Outcomes:

After course completion, the student will be able to

1. Have an integrated view of the core/fundamental concepts across various domains.
2. Understand the necessary inputs across various domains that directly help them in enhancing their job-performance once they are absorbed in the job market.

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

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

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

Session Plan:

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

	Presentation	Analysis through Ratio/ Common Size Statement or company valuation.
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Key Terms:

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

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

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

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

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

Module 4: Marketing in Action (Dr. Punam Mishra)

- Review of key terminology
- Revisiting the foundation concepts in marketing domain across various themes, such as -STP, Consumer Behavior, Product and Brand Management, Pricing Decision, Marketing Channel Management and Integrated Marketing Communication
- Case study on delivering high customer service.

Evaluation Scheme:

Components	Weightage
Project/Group Presentation	60
Quiz/Viva/Class participation	40

Course title: Understanding and Developing Perspectives

Course code: CC2118

Credit: 2

Course description

In this age of globalization, it is more important than ever for young people to be able to empathize with others, value other perspectives and cultures, and comprehend how global events are interconnected. Global challenges focus around social, economic, and environmental factors, all of which contribute to a country's interconnection. Students will use critical thinking skills in this course.

Course Learning outcomes

After course completion, the students will be able to:

- Explain multiple perspectives including personal, local/national and global
- Demonstrate awareness and appreciation of different perspectives from various dimensions.
- Identify their own beliefs, biases, claims and assumptions.
- Evaluate sources, argue and defend effectively.

Topics to be covered:

Research, analysis & evaluation of a topic from local, national and global perspectives

1. Globalization
2. Climate Change and sustainability
3. Poverty and inequality
4. Technology and the economic divide
5. Social justice and human rights

Evaluation Scheme:

S.No. Specifications Weightage (in percentage)

- 1 Assignments (Individual) 10
- 2 Class Participation 20
- 3 Theory Exam (Final Exam) 40
- 4 Report (Group) 30
- Total (100) 100

References for reading:

1. Harari, Y. N. (2019). 21 Lessons for the 21st century. Toronto: CELA.
2. Guha, R. (2019). India After Gandhi: the history of the world’s largest democracy. NEW YORK: ECCO.
3. Rosling, H., Rosling, O., & Rönnlund Anna Rosling. (2019). Factfulness: ten reasons were wrong about the world - and why things are better than you think. London: Sceptre.
4. Kolbert, E. (2015). The Sixth Extinction: An unnatural History.

Evaluation Scheme:

Component	Weightage
Assignments	10
Continuous Evaluation	20
Presentation (Group Discussion)	30
Theory exam (Final)	40
Total	100

Course Title: Security Analysis and Portfolio Management

Course Code: FA2204

Credits: 3

Course Instructors: Prof. Praveen Arora

Course description:

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

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

Course learning outcomes:

After course completion, the student will be able to understand

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

Topics to be covered:

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

Reference Books:

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

Evaluation Scheme:

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

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

Course Description:

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

Course Learning Outcomes:

After course completion, the students will be able to:

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

Case Studies to be used in the course:

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

Class Schedule:

Hours	Topic	Reading Material	Case Study	Daily assignment for students
0-2	How to analyse case studies			Prepare case study for presen- tation in class
3-4	Digital marketing recap			Digital marketing assignment - to be submitted after 1 week
4-5.15	Case study discussions		Case study 1: Dr- ishti Eye Care	
5.15- 6.45	Recap of sales and marketing - key terms to know	Glossary of terms to be given to students		
6.45-8	Case study discussions		Case study 2: Amul	

			Camel Milk	
45 min	Quiz 1 on marketing & sales terms			
9-10.15	Case study discussions		Case study 3: Castrol	
10.15-11	Quiz 2 on marketing & sales terms			
11-14	Case study discussions		Case study 4: Dr. Reddy's Laboratories - A Case study 5: Teracom Limited	
14-16	Marketing assignment presentations			
16-17.15	Case Study discussions		Case study 6: Farm Harvest	
17.15-18	Quiz 3 on marketing & sales terms			
18-19.30	Case Study discussions		Case study 7: Sales Performance Management in KRC	
19.30-20	Recap/feedback session			

Evaluation Scheme

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

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Course Code: CC2119

Course Name: Identity and Personal Communication

Course Learning Outcomes: After course completion, the student will be able to:

CC2119.1: Recognize the significance of developing a personal identity

CC2119.2: Analyse their personal identities, both private and social

CC2119.3: Identify the fundamental elements that comprise a person's identity

CC2119.4: Describe the relationship between communication and identity.

CC2119.5: Create their identity using various communication formats, on different platforms

Course Outcome	Correlation with program outcomes														
	PO1a	PO2a	PO2b	PO2c	PO3a	PO3b	PO3c	PO3d	PO3e	PO4a	PO4b	PO5a	PO5b	PO6a	PO6b
CC2119.1	2									1	1				
CC2119.2	1														
CC2119.3	1									2	1				
CC2119.4	1			1						1	1				
CC2119.5	1			1						1	1		1		

Course Code: ED2111

Course Name: Product Launch

Course Learning Outcomes: After course completion, the student will be able to

ED2111.1: Develop an awareness of the role of multiple functions in creating a business of a Service or a product (e.g. marketing, finance, design, photography, engineering, production, retail...).

ED2111.2: Coordinate multiple, interdisciplinary tasks in order to achieve a common objective

ED2111.3: Assimilate how Product, Proposition and Values are integral in the process of business and specifically product and solutions development. Soto understand that a solution through a product could be incremental or evolutionary.

ED2111.4: Understand that service businesses, products and solutions allied communication need to be culturally and contextually, relevant (e.g., Cannot attempt to market meat-products to vegetarian and vegan customers)

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
ED2111.1	2	1	1					2			2				
ED2111.2			1		1	1	1	2							
ED2111.3		1		1						1		1		2	2
ED2111.4											2				

Course Code: EP2102

Course Name: Economics for Business

Course Learning Outcomes: After course completion, the student will be able to:

EP2102.1: Apply the fundamental economic concepts, theories of economic analysis in business world.

EP2102.2: Understand how the international trade can benefit everyone in society through comparative advantage.

EP2102.3: Recognize and interpret a Demand Curve and a Supply Curve for different products and services, and causes of shifting

EP2102.4: Calculate elasticities and apply them in various decision making processes.

EP2102.5: Develop understanding of economics of production and economic costs for decision making.

EP2102.6: Formulate the sales, output, pricing and market strategies against the dynamic business environment in different market structures.

EP2102.7: Develop basic model of game theory.

EP2102.8: Understand market failures and the role of government in correcting market failures.

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
EP2102.1					3										
EP2102.2					3			2							
EP2102.3					3		3	2							
EP2102.4					3		3		2						
EP2102.5			2		3		3	2							
EP2102.6					3		2	2	2						
EP2102.7					3				2						
EP2102.8					3			2							

Course Code: FA2101

Course Name: Financial Accounting for Decision Making

Course Learning Outcomes: After course completion, the student will be able to

FA2104.1: Assess the impact of business transactions on the financial health of the business including performance, position, and liquidity

FA2104.2: Understand the preparation of the three financial statements of a corporate enterprise –Balance Sheet, Statement of Profit and Loss and the Cash Flow Statement

FA2104.3: Analyze the financial statements using various tools of analysis such as ratio analysis, common sizing, and trend analysis

FA2104.4: Acquainting students with digital accounting software Tally, Busy & KhataBook with on hand experience of processing the business transactions.

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
FA2101.1			1		1		1			1	1				
FA2101.2					1	1	1	1	1	1					
FA2101.3					1	1	1	1	1	1	1				
FA2101.4					1	1	1	1	2						

Course Code: ID2111

Course Name: Foundation of Data Analysis

Course Learning Outcomes: After course completion, the student will be able to

ID2111.1: Understand and appreciate the role of data analysis in business decisions.

ID2111.2: Use spreadsheet software to perform exploratory data analysis.

ID2111.3: Set up and work with discrete and continuous random variables.

ID2111.4: Know what expectation, variance and covariance mean and compute them.

ID2111.5: Understand binomial, poisson and normal distributions and their properties.

ID2111.6: Compute estimates of population from samples and assess their accuracy.

ID2111.7: Calculate sample size required for any desired level of precision in estimation.

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
ID2111.1	2	2			2			3	3						
ID2111.2	3		2				2	2							
ID2111.3	2				3										
ID2111.4	2				3										
ID2111.5	2		2		3										
ID2111.6			3	3								2		2	
ID2111.7			3	3								2		2	

Course Code: MA2101

Course Name: Introduction to Marketing

Course Learning Outcomes: After course completion, the student will be able to

MA2101.1: understand basic marketing concepts bucketed into four main topics - branding, customer-centricity, go-to-market strategies and effective brand communications strategies.

MA2101.2: obtain a more in-depth understanding of the marketing fundamentals

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
MA2101.1	1	2			1					1					
MA2101.2	2	1			1		1				1			1	

Course Code: BS2102

Course Name: Organizational Behavior

Course Learning Outcomes: After course completion, the student will be able to

BS2102.1: Analyze five conceptual anchors of organizational Behavior.

BS2102.2: Appreciate the multiple dimensions of individual variations in Human behavior

BS2102.3: Interpret organizational problems in terms of individual, interpersonal and group processes.

BS2102.4: Analyze management issues as related to organizational behavior.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
BS2102.1	1				1			2					
BS2102.2					1			1			2		
BS2102.3	1			1			1				2		
BS2102.4					1	2							

Course Code: CC2120

Course Name: Interpersonal Dynamics for Conflict Management

Course Learning Outcomes: After course completion, the student will be able to

CC2120.1: Describe about group dynamics by observing and exploring conscious and unconscious assumptions, behaviors and feelings.

CC2120.2: Identify and pursue personal learning goals aimed at improving interpersonal communications.

CC2120.3: Identify sources of conflict and manage them using difference conflict handling styles.

CC2120.4: Use interpersonal communication skills to influence and lead.

CC2120.5: Communicate effectively with various stakeholders.

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
CC2120.1						2						2			
CC2120.2	1			2							1	1	2	1	
CC2120.3				1		2	1	2				1			
CC2120.4	2		1	1	3			1			3	2	2		
CC2120.5	1		1			2					2				

Course Code: ED2104

Course Name: Entrepreneurial Mindset and Problem Identification

Course Learning Outcomes: After course completion, the student will be able to:

ED2104.1: Help students identify their passion and personal why which leads to understanding of their strengths and weaknesses

ED2104.2: Help students build an entrepreneurial mindset and learn more about the entrepreneurial ecosystem

ED2104.3: Help students understand the global trends and identify their areas of interest

ED2104.4: Enable students to learn how to identify real life problems and focusing on finding solutions to the problems

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
ED2104.1	3			2											
ED2104.2	2			1	2										
ED2104.3					2					3					
ED2104.4							2	2						3	

Course Code: EP2103

Course Name: Macro Economics

Course Learning Outcomes: After course completion, the student will be able to:

EP2103.1: Describe the different concepts, tools and techniques of macroeconomic analysis and how the economy functions as a whole.

EP2103.2: Analyse various macroeconomic variables and their interdependence and interrelation with each other like income, saving, consumption, investment, money, rate of interest and multiplier etc.

EP2103.3: Reason out the basic problems of an economy which have been faced by the countries and policy makers over time like achieving high rate of growth, controlling inflation, preventing business cycles and solving problems of unemployment.

EP2103.4: Interpret monetary policy and Fiscal policy in Indian context

EP2103.5: Evaluate and compare the economies of developing and developed countries with respect to certain key macro-economic variables such as inflation, exchange rate, BOT and BOP, Employment due to contemporary event.

EP2103.6: Understand the key concepts of Indian economy for analyzing the impact of macroeconomic variables across key sectors of the economy.

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
EP2103.1					3		2								
EP2103.2					3			2							
EP2103.3					2					3	2			1	
EP2103.4					3					2					
EP2103.5					3					2	2				
EP2103.6					3			2		2					

Course Code: FA2105

Course Name: Management Accounting

Course Learning Outcomes: After course completion, the student will be able to:

FA2105.1 Understand about basic cost terminology and how it can be used

FA2105.2 Understand the basic characteristics of various costing systems, namely traditional, activity base and marginal, and understand how they are used.

FA2105.3 Learn how to construct a simple master budget.

FA2105.4 Apply and calculate variances of elements of cost

FA2105.5 Critically evaluate alternative management accounting tools and techniques in different organizational settings.

FA2105.6 Propose possible solutions to the problem

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
FA2105.1			2		2	2	2								
FA2105.2					2	2	3								
FA2105.3										3	2	2			
FA2105.4					2	2	3								
FA2105.5													2	2	2
FA2105.6													1	2	2

Course Code: ID2112

Course Name: Data Analysis for Decisions

Course Learning Outcomes: After course completion, the student will be able to

ID2112.1: Formulate hypotheses and collect data for testing of hypotheses.

ID2112.2: Test hypotheses using various parametric and non-parametric statistical tests.

ID2112.3: Apply simple and multiple regression techniques to predict unknowns.

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
ID2112.1	2		1		1		2								2
ID2112.2	1				1			1							
ID2112.3			2			1	1			1					

Course Code: OP2102

Course Name: Introduction to Production and Operation Management

Course Learning Outcomes: After course completion, the student will be able to understand:

OP2102.1 Various quantitative and qualitative tools deployed during operations management.

OP2102.2 The operations management vocabulary used in industry and academics.

OP2102.3 To make operations related decisions under various situations and circumstances

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
OP2102.1	1		2		2		2								1
OP2102.2	1				2										
OP2102.3	1				1	2	3	2							1

Course Code: MA2105

Course Name: Digital Marketing and Communication

Course Learning Outcomes: After course completion, the student will be able to

MA2105.1: Understand the changes that the advent of digital technologies have brought about in the practice of Marketing (the 4 Ps), why and how

MA2105.2: Broadly understand the process and channels involved in the practice of digital marketing (Promotion “P”)

MA2105.3: Understand the importance and use of data that drives digital marketing

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
MA2105.1	2				3										
MA2105.2	2				2									1	
MA2105.3			1					1	1	1				1	

Course Code: LD2112

Course Name: Social and Emotional Learning

Course Learning Outcomes: After course completion, the student will be able to understand:

LD2112.1: Develop consciousness and compassion for others and their interdependence in broader systems within which they live.

LD2112.2: Assess and analyse the importance of ethical behaviour in professional life as well as in building a sustainable society.

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
LD2112.1	1														
LD2112.2	1		1												

Course Code: BS2101

Course Name: Fundamentals of Human Resource Management

Course Learning Outcomes: After course completion, the student will be able to

BS2101.1: Critique the impact of external environment on the enterprise's HR system.

BS2101.2: Evaluate the connect between business and HR deliverables

BS2101.3: Identify contemporary issues in HRM and change in human resource practices with changing business environment.

BS2101.4: Analyze the application of HR concept and tools in a case setting.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
BS2101.1	2	2											
BS2101.2	2				2			2					
BS2101.3	2	2					1	2					
BS2101.4					3								

Course Code: MA2111

Course Name: Marketing Research

Course Learning Outcomes: After course completion, the student will be able to

MA2111.1: Have a clear understanding of consumers and trade customers, which is essential for taking appropriate marketing decisions for any marketing professional.

MA2111.2: Equipped with the understanding of marketing research tools and techniques so that they are able to use marketing research as an aid to marketing decision making

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
MA2111.1	2				2										
MA2111.2	2				2		2	1		1					

Course Code: ED2106

Course Name: Idea Validation and Business Model Design

Course Learning Outcomes: After course completion, the student will be able to:

ED2106.1: Understand the origin of the problem and their ideas

ED2106.2: Find some structure to move ahead from the initial 'Ideation' stage

ED2106.3: Seek, assimilate and work or re-work on their ideas and problem-solution fits by interacting with potential customers and industry experts

ED2106.4: Hypothesize, test and establish a potential clientele and market for their startups

ED2106.5: Develop a structured focus on customers, market trends and industry

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
ED2106.1	2									3					
ED2106.2					2					2				1	
ED2106.3										2	3			2	
ED2106.4											2			2	2
ED2106.5	1	1								2				3	3

Course Code: CC2121

Course Name: Critical Thinking for Problem Solving and Decisions

Course Learning Outcomes: After course completion, the student will be able to understand:

CC2121.1: Describe how to think critically and problem solve.

CC2121.2: Apply advocacy and enquiry to analyse organizational problems.

CC2121.3: Improve critical thinking and questioning skills.

CC2121.4: Analyze the context and information to identify a problem.

CC2121.5: Make use of problem-solving methods and tools.

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
CC2121.1	2			2			2	1	2						
CC2121.2	1							1	1		2	1		1	
CC2121.3	2									2					
CC2121.4								2			2				
CC2121.5										3	1			1	

Course Code: ID2113

Course Name: Business Modeling using Excel

Course Learning Outcomes: After course completion, the student will be able to

ID2113.1: Understand and appreciate the role of data analytics in creating value for business.

ID2113.2: Model structured decision-making situations in various functional domains.

ID2113.3: Perform sophisticated data analysis using Microsoft Excel.

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
ID2113.1	2				2				2	1					
ID2113.2	2				2		2	2		1					
ID2113.3	1	1						1	2						

Course Code: PW2101

Course Name: Capstone

Course Learning Outcomes: After course completion, the student will be able to

PW2101.1: Demonstrate the ability to integrate key learning from all functional areas

PW2101.2: Bring out critical thinking abilities of students to find practical solutions of real business world problem

PW2101.3: Synthesize all aspects of the business problem, integrating people, interpersonal knowledge and skills and technology where necessary

PW2101.4 Foster team work and effective communication for problem solving

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
PW2101.1	1									2	2		2		
PW2101.2	1												2		
PW2101.3	1											1	2		
PW2101.4					2	2	2	2	2	2	2	1	2		

Course Code: LS2104

Course Name: Law and Citizenship

Course Learning Outcomes: After course completion, the student will be able to:

LS2104.1 Understand the changing nature of the relationship between citizen and state in India

LS2104.2 Appreciate the key role of Indian constitution in strengthening democracy in the country

LS2104.3 Recognize the role of Indian judiciary as a protector citizens' rights

LS2104.4 Acknowledge the importance of instruments like PIL and RTI in promoting good governance in India

LS2104.5 Learn the skill of filing RTI applications to hold public institutions accountable.

LS2104.6 Be aware of fundamental concepts of public policy

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
LS2104.1		2											2		
LS2104.2		2		2									2		
LS2104.3		2		2									2		
LS2104.4		2											1		
LS2104.5		1											2		
LS2104.6		1	1	2									2		

Course Code: LS2106

Course Name: Comparative Public Administration

Course Learning Outcomes: After course completion, the student will be able to:

LS2106.1 Conduct comparative analysis in social sciences and public administration.

LS2106.2 Understand the methodologies of Max Weber and Emile Durkheim in conducting comparative analysis.

LS2106.3 Create ideal types by using deductive and inductive methods.

LS2106.4 Use Mill's direct and indirect methods of causal reasoning.

LS2106.5 Conduct pathways analysis for causal conditions on FsQCA software

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
LS2106.1		1	1	1									2		
LS2106.2					1			1							
LS2106.3	1			1	1			1					2		
LS2106.4	1			1							1		2		
LS2106.5									2						

Course Code: ID2101

Course Name: Business and Intelligent Machines

Course Learning Outcomes: After course completion, the student will be able to understand:

ID2101.1: Discuss insightfully role of Artificial Intelligence, Machine Learning, IoT, Robotics and Data science in design and development of Intelligent Machines

ID2101.2: Use Weka for Clustering, Classification and Prediction

ID2101.3: Consider the opportunities and challenges brought about by Intelligent automation

ID2101.4: Analyze case studies pertaining to application of Intelligent Machines in business

ID2101.5: Propose and Evaluate use-cases involving Artificial Intelligence, IoT, Robotics and Automation considering economic, social, sustainability and ethical aspects

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
ID2101.1														1	1
ID2101.2							1	1	1						
ID2101.3											1				
ID2101.4							2	2	2					1	
ID2101.5							2	2	2					1	

Course Code: CC2116

Course Name: Communication and Storytelling

Course Learning Outcomes: After course completion, the student will be able to

CC2116.1: Produce persuasive presentations following appropriate kinesics and paralinguistic features.

CC2116.2: Understand audience, their needs, and what you're trying to achieve with your big idea.

CC2116.3: Apply appropriate communication skills across settings, purposes, and audiences.

CC2116.4: Compose a story that brings your vision to life and motivates others toward action.

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
CC2116.1	1				2						2				
CC2116.2	1										1				
CC2116.3	1				1						2				
CC2116.4	2										2				

Course Code: MA2201

Course Name: Sales and Channel Management

Course Learning Outcomes: After course completion, the student will be able to:

MA2201.1: Understand and appreciate the strategic role of the sales and distribution function

MA2201.2: Develop an understanding of Go To Market/ Route To Market strategies in distribution and how do they evolve as per company's sales and distribution strategies

MA2201.3: Understand the drivers and levers impacting various distribution challenges and enhancing field force effectiveness.

MA2201.4: How is e commerce changing/ challenging the traditional sales and distribution models.

MA2201.5: Sales and channel management tools like salesforce, Zoho CRM or similar sales management applications

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
MA2201.1	1	2			2										
MA2201.2	1	2	2		2	2					2			1	
MA2201.3	2	2	2		2	2				2	2	1		1	
MA2201.4								1	1						
MA2201.5							1	1	1						

Course Code: ED2201

Course Name: Prototype & Pilot

Course Learning Outcomes: After course completion, the student will be able to

ED2201.1: Improve upon their existing strengths as learners and potential corporate/entrepreneurial leaders and address their weaknesses

ED2201.2: Present their ventures and ideas effectively

ED2201.3: Identify new opportunities as well as understand myriad marketing and venture development strategies and Go-To-Market strategies

ED2201.4: Equip themselves with technical knowledge around building Pitch Decks

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
ED2201.1	2				2									1	
ED2201.2				1						2	2		1	1	
ED2201.3										3				3	3
ED2201.4				2					2		3				2

Course Code: FA2102

Course Name: Introduction to Corporate Finance

Course Learning Outcomes: After course completion, the students will be able to understand:

FA2102.1: The role of the finance function in a modern corporation and key financial decisions: investment, financing and dividend

FA2102.2: Fundamentals of valuation of bonds and stocks (the financial obligations of the firm), based on economic profit and cash flows

FA2102.3: Capital budgeting techniques and decision making.

FA2102.4: Risk and return (valuation under uncertainty)

FA2102.5: Significance of Capital Structure

FA2102.6: Basics of derivative products

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
FA2105.1	1	2	2		2	2	2								
FA2105.2							3	3			2				
FA2105.3		3	3				2	2			2				
FA2105.4		2	2	3											
FA2105.5		2	2	2											
FA2105.6	1	2	2	2											

Course Code: PW2106

Course Name: Business Simulation

Course Learning Outcomes: After course completion, the students will be able to

PW2106.1 Develop an appreciation for at decision making in an organization with the interconnectedness in the organization (e.g. marketing, finance, industrial design, engineering, HR, production....).

a. Awareness of the role of multiple functions in creating a new product (e.g. marketing, finance, industrial design, engineering, production).

b. Ability to coordinate multiple, interdisciplinary tasks in order to achieve a common objective.

PW2106.2 develop skills that are budgetary, yet result-oriented in the face of constraints of budgets.

PW2106.3 bet-on product development, R&D and continuous-improvement of products and organizational processes as matters of utmost importance for the sustainability of any organization (in the organization's context).

PW2106.4 understand products, solutions and allied communication need to be culturally, relevant (e.g., Cannot attempt to market meat-products to vegetarian customers). And,

PW2106.5 appreciate an overall organizational perspective in decision-making and how to play a constructive role in decision making.

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
PW2106.1	2	2	2	2	2					2					
PW2106.2			3	2	2				3	2					1
PW2106.3										2	2			2	2
PW2106.4										3	2				
PW2106.5												2	2		

Course Code: PW2102

Course Name: Summer Internship Project

Course Learning Outcomes: After course completion, the student will be able to:

PW2102.1 Apply theoretical concept in live projects.

PW2102.2 Integrate theoretical knowledge with the application of technical and managerial skills involved in professional environment.

PW2102.3 Closely understand and participate in business operations and decision making process.

PW2102.4 Work under the guidance and support of industry mentors to become industry ready professionals.

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
PW2102.1	1				3	3	3	2	1			2	3		1
PW2102.2				3	3	3	2	2	1			1	3		
PW2102.3	1			3	2						1		3		
PW2102.4	2		2	2	3	3	3	2	2	2	2	2	3		

Course Code: MA2215

Course Name: Rural Marketing and Inclusion: Immersion Workshop

Course Learning Outcomes: After course completion, the student will be able to:

MA2215.1 Understand rural consumers and their behaviour

MA2215.2 Application of 4Ps to the rural markets by face to face interactions with businesses and customers in semi urban/ rural markets

MA2215.3 Assess presence and usage of smart phones in purchase/ selection decision-making.

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
MA2215.1					1	1	1	1			1	1			
MA2215.2		1	2		1			1							1
MA2215.3								1				1			1

Course Code: MA2211

Course Name: Product & Brand Management

Course Learning Outcomes: After course completion, the student will be able to

MA2211.1: Understand of the challenges and choices in creating a winning product and managing a portfolio of products (identifying and selecting a product launch opportunity, product design, packaging, pricing, positioning, launch strategy and promotion)

MA2211.2: Have a working knowledge of the financial aspects of managing a product or portfolio of products

MA2211.3: Understand how a brand's positioning should be developed, established, protected and evolved and the role of communication programs in the same

MA2211.4: Understand the process of sustaining and managing a brand's equity over the long term while facing short term business pressure

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
MA2211.1	2	2			2					1					
MA2211.2	2	2			2			2							
MA2211.3	1	1	1		1		1							2	
MA2211.4	2	2	2		2									1	

Course Code: FA2203

Course Name: Retail Banking and Operations

Course Learning Outcomes: After course completion, the student will be able to understand:

FA2203.1 Various facets of retail banking and its operations

FA2203.2 How Fintech is transforming functions across banking and financial services in a broader manner

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
FA2203.1	1		1		1		1	2					3		
FA2203.2	1		1		1		2		2	1			3		

Course Code: OP2211

Course Name: Supply Chain Management

Course Learning Outcomes: After course completion, the student will be able to:

OP2211.1 Identify and design the better supply chains for an organization.

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
OP2211.1	1	1	2		1		1	1	1			1			1

Course Code: ST2102

Course Name: Strategic Management

Course Learning Outcomes: After course completion, the student will be able to:

ST2102.1 Understand various aspects of strategy

ST2102.2 Distinguishing strategy and strategic management from other organizational challenges and decisions

ST2102.3 Understand strategy implementation as a key sustainable competitive advantage

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
ST2102.1	1		1		1	1	1								1
ST2102.2	1		1		1	1	1								1
ST2102.3	1		2	1	1	1	1	1	1	1	1	1	1		2

Course Code: MA2212

Course Name: B2B Marketing

Course Learning Outcomes: After course completion, the student will be able to

MA2212.1: Develop an appreciation for the significance of B2B marketing and sales scenarios in any business enterprise.

MA2212.2: Understand the intricacies of solving managerial problems for Industrial Marketers.

MA2212.3: Sensitize the participants regarding the specifics and nuances of B2B, vis-à-vis B2C scenarios.

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
MA2212.1	1	2			2										
MA2212.2	1	1			2			2						1	
MA2212.3	2	1			1						1			1	

Course Code: MA2213

Course Name: Sales & Marketing of Services

Course Learning Outcomes: After course completion, the student will be able to

MA2213.1: Analyse the marketing strategies in services and goods industries.

MA2213.2: Understand the intricacies of solving managerial problems for Service Industry Professionals.

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
MA2213.1	1				1					1					
MA2213.2		1													1

Course Code: FA2103

Course Name: Essentials of Taxation

Course Learning Outcomes: After course completion, the student will be able to

FA2103.1: Understand the basic concepts of Income Tax and Goods and Service Tax (GST)

FA2103.2: Differentiate between the four avenues of taxation viz. Tax Planning, Tax Management, Tax Avoidance and Evasion

FA2103.3: Understand the computation of Total Income and Tax liability

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
FA2103.1	1				1										
FA2103.2	1				1	1									
FA2103.3	1				2	1	1								

Course Code: CC2117

Course Name: Cognition and Critical Thinking

Course Learning Outcomes: After course completion, the student will be able to understand:

CC2117.1: Produce higher order cognitive questions for research.

CC2117.2: Identify, evaluate and synthesize information.

CC2117.3: Distinguish between facts, assumptions and opinion.

CC2117.4: Develop a line of reasoning to support a decision or course of action

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
CC2117.1	2									2					
CC2117.2	1						1			1	1				
CC2117.3	2									2					
CC2117.4	1									1	1				

Course Code: ED2202

Course Name: Business Plan & Pitch

Course Learning Outcomes: After course completion, the student will be able to

ED2202.1: Understand the target customer and market/sell their product

ED2202.2: Identify the most efficient Sales and Marketing strategies

ED2202.3: Create a Revenue Model of their venture

ED2202.4: Become familiar with business plan and investor pitch

ED2202.5: Equip themselves with technical knowledge around building Pitch Decks

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
ED2202.1	1			1										3	
ED2202.2		2			2									2	2
ED2202.3														2	3
ED2202.4					3						3			2	3
ED2202.5								2	3		3			2	2

Course Code: ID2180

Course Name: Mathematical Thinking

Course Learning Outcomes: After course completion, the student will be able to understand:

ID2180.1 Inductive and deductive reasoning

ID2180.2 Building a mathematical formulation or a picture in head, about a non-mathematical problem

ID2180.3 Heightened sensitivity towards understanding logic

ID2180.4 Abstract thinking about infinitesimally small distances, and theorize on thought experiments

ID2180.5 Idea of randomness

ID2180.6 Create distorted representation of pictorial figures if asked

ID2180.7 Tricks to find the important idea amongst all the good and bad ideas bundled up together

ID2180.8 Basic mathematical literacy to understand some symbolic representation

ID2180.9 Ability to convert symbols into sentences and the other way round

ID2180.10 Question and critique on logic

ID2180.11 Sensitivity for proofs

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
ID2180.1	2						2		2						
ID2180.2	2							2	2						
ID2180.3	2		2		2										
ID2180.4	2										2				
ID2180.5	2										2				
ID2180.6	2										2				
ID2180.7	2						2				2				
ID2180.8	2										2				
ID2180.9	2										2				
ID2180.10	2							2			2				
ID2180.11	2						2	2							

Course Code: FA2202

Course Name: Financial Markets and Services

Course Learning Outcomes: After course completion, the student will be able to:

FA2202.1 Appreciate the role of financial markets and dealing with its products.

FA2202.2 Acquainting with working of stock exchanges and settlement process

FA2202.3 Apprehend Financial service sector contribution and role in a well efficient financial system

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
FA2202.1	2	2	3		2	2	3	3							
FA2202.2		2	3	3			3	2	3						
FA2202.3								3	3	2	2	1	2	2	2

Course Code: MA2214

Course Name: Marketing Analytics

Course Learning Outcomes: After course completion, the student will be able to

MA2214.1: Develop an understanding and appreciation of Customer and Market Segmentation, in any marketing context

MA2214.2: Perform Consumer Preference Studies

MA2214.3: Measure Customer Lifetime Value and utilize the same for developing sales strategies

MA2214.4: Understand the nuances of New Product development decisions

MA2214.5: Conduct Pricing Analytics and Optimization

And Using techniques and methodology taught in MA2214, students will be able to conduct

MA2214.6 Descriptive analysis for understanding the various market or customer characteristics

MA2214.7 Cluster analysis and Segmentation Tools (K-means etc) for Product Segmentation

MA2214.8 Factor analysis for Customer segmentation

MA2214.9 Regression techniques for Customer satisfaction through Key Driver analysis and also with an introduction to marketing techniques of forecasting market and consumer trends

MA2214.10 Perceptual maps for all kinds of segmentation and customer preference pattern studies

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
MA2214.1	2				2	2	2	2	2	2	2				
MA2214.2		2			1	1	1	2	2			2	2	2	2
MA2214.3	2									2	2				
MA2214.4			2	2	2	1	1		2					2	2
MA2214.5					1	2	2	2	2			2	2		
MA2214.6			2	2	2	1	1	1	1	2					
MA2214.7	2	2					2		2			2	2		
MA2214.8		2			2			2	2						
MA2214.9					2	2	2	2	2	1	1		2		
MA2214.10			2	2	1	1	1			2	2	2	2		

Course Code: OP2213

Course Name: Quality & Operations Excellence

Course Learning Outcomes: After course completion, the student will be able to:

OP2213.1 Understand various quantitative and qualitative tools deployed during operations management.

OP2213.2 Understand the quality management techniques used in industry

OP2213.3 Identify problem and make operations and quality related decisions under various circumstances.

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
OP2213.1	1		2		2				2						
OP2213.2	2		2		2		2		2		2				
OP2213.3	2								2		2	2			2

Course Code: ST2202

Course Name: Special Topics in Management

Course Learning Outcomes: After course completion, the student will be able to

ST2202.1: Have an integrated view of the core/fundamental concepts across various domains.

ST2202.2: Understand the necessary inputs across various domains that directly help them in enhancing their job-performance once they are absorbed in the job market.

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
ST2202.1		2			2						2				
ST2202.2							2	2		2		1			

Course Code: CC2118

Course Name: Understanding and Developing Perspectives

Course Learning Outcomes: After course completion, the student will be able to understand:

CC2118.1: Explain multiple perspectives including personal, local/national and global.

CC2118.2: Demonstrate awareness and appreciation of different perspectives from various dimensions.

CC2118.3: Identify their own beliefs, biases, claims and assumptions.

CC2118.4: Evaluate sources, argue and defend effectively.

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
CC2118.1	1				1		1	1		1	1	1			
CC2118.2								1		1	1	1			
CC2118.3					1	1	1	1		1	1	1			
CC2118.4	1				1	1	1	1		1	1	1			

Course Title: Security Analysis and Portfolio Management

Course Code: FA2204

Course learning outcomes:

After course completion, the student will be able to understand

FA2204.1 Various investment options

FA2204.2 Various terms used in investments and security analysis and portfolio management

FA2204.3 Basics of fundamental analysis

FA2204.4 Basics of portfolio management techniques

FA2204.5 Basics of technical analysis

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
FA2204.1			3	3	2		2			2		3			
FA2204.2				3	2							3			
FA2204.3	2			3	2		2	2		2		3			
FA2204.4		2		3		2			2			3			
FA2204.5	2		2	3	2				2			3			

Course Code: MA2202

Course Name: Cases in Sales & Marketing

Course Learning Outcomes: After course completion, the student will be able to:

MA2202.1 Familiarize students with real-life examples of sales and marketing situations in the Indian context.

MA2202.2 Understand the distribution structure of typical B2C industries in India.

MA2202.3 Understand the people dynamics of managing a sales team.

MA2202.4 Revise and re-learn common terminology used in the industry in the areas of sales, marketing, and digital marketing.

Course Outcome	Correlation with program outcomes														
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 3e	PO 4a	PO 4b	PO 5a	PO 5b	PO 6a	PO 6b
MA2202.1	1	1	1		2	2	2	2	1			1			
MA2202.2	1	1	1		2	1	2	1							1
MA2202.3		1	2		2	2		1			2	1	1	1	
MA2202.4					2		2								

Program Articulation Matrix (MBA) 2021-23 Batch

Course Code	PO1a	PO2a	PO2b	PO2c	PO3a	PO3b	PO3c	PO3d	PO4a	PO4b	PO5a	PO6a	PO6b
MA2101	1.50	1.50	0.00	0.00	1.00	0.00	0.50	0.00	0.00	0.50	0.50	0.00	0.00
FA2101	0.00	0.00	0.25	0.00	1.00	0.75	1.00	0.75	1.00	0.75	0.50	0.00	0.00
EP2102	0.00	0.00	0.25	0.00	3.00	0.00	1.38	1.25	0.75	0.00	0.00	0.00	0.00
ID2111	1.57	0.29	1.43	0.86	1.57	0.00	0.29	0.71	0.43	0.00	0.00	0.57	0.00
CC2119	1.20	0.00	0.00	0.40	0.00	0.00	0.00	0.00	0.00	1.00	0.80	0.00	0.20
LD2112	1.00	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ED2111	0.50	0.50	0.50	0.25	0.25	0.25	0.25	1.00	0.00	0.25	1.00	0.25	0.00
MA2105	1.33	0.00	0.33	0.00	1.67	0.00	0.00	0.33	0.33	0.33	0.00	0.00	0.00
FA2105	0.00	0.00	0.33	0.00	1.00	1.00	1.33	0.00	0.00	0.50	0.33	0.33	0.50
EP2103	0.00	0.00	0.00	0.00	2.83	0.00	0.33	0.67	0.00	1.50	0.67	0.00	0.00
ID2112	1.00	0.00	1.00	0.00	0.67	0.33	1.00	0.33	0.00	0.33	0.00	0.00	0.00
OP2102	1.00	0.00	0.67	0.00	1.67	0.67	1.67	0.67	0.00	0.00	0.00	0.00	0.00
BS2102	0.50	0.00	0.00	0.25	0.75	0.50	0.00	0.75	0.00	0.00	0.00	1.00	0.00
CC2120	0.80	0.00	0.40	0.80	0.60	1.20	0.20	0.60	0.00	0.00	1.20	1.20	0.80
ED2104	1.25	0.00	0.00	0.75	1.00	0.00	0.50	0.50	0.00	0.75	0.00	0.00	0.00
MA2111	2.00	0.00	0.00	0.00	2.00	0.00	1.00	0.50	0.00	0.50	0.00	0.00	0.00
FA2102	0.33	1.83	1.83	1.17	0.33	0.33	1.17	0.83	0.00	0.00	0.67	0.00	0.00
ID2113	1.67	0.33	0.00	0.00	1.33	0.00	0.67	1.00	1.33	0.67	0.00	0.00	0.00
ID2101	0.20	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	0.00	0.20	0.00	0.00
BS2101	1.50	1.00	0.00	0.00	1.25	0.00	0.25	1.00	0.00	0.00	0.00	0.00	0.00
CC2121	1.00	0.00	0.00	0.40	0.00	0.00	0.40	0.80	0.60	1.00	1.00	0.20	0.00
ED2106	0.60	0.20	0.00	0.00	0.40	0.00	0.00	0.00	0.00	1.80	1.00	0.00	0.00
PW2101	0.75	0.00	0.00	0.25	0.50	0.50	0.50	0.50	0.50	1.00	1.00	0.50	2.00
LS2104	0.00	1.67	0.17	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.17
LS2106	0.40	0.20	0.20	0.60	0.40	0.00	0.00	0.40	0.40	0.00	0.20	0.00	1.20

MA2201	0.80	1.20	0.80	0.00	1.20	0.80	0.20	0.40	0.40	0.40	0.80	0.20	0.00
CC2216	1.25	0.00	0.00	0.00	0.75	0.00	0.00	0.00	0.00	0.00	1.75	0.50	0.00
ED2201	0.50	0.00	0.00	0.75	0.50	0.00	0.00	0.00	0.50	1.25	1.25	0.00	0.25
PW2106	0.40	0.40	1.00	0.80	0.80	0.00	0.00	0.00	0.60	1.80	0.80	0.40	0.40
PW2102	1.00	0.00	0.50	2.00	2.75	2.25	2.00	1.50	1.00	0.50	0.75	1.25	3.00
MA2215	0.00	0.33	0.67	0.00	0.67	0.33	0.33	1.00	0.00	0.00	0.33	0.67	0.00
ST2102	1.00	0.00	1.33	0.33	1.00	1.00	1.00	0.33	0.33	0.33	0.33	0.33	0.33
MA2212	1.33	1.33	0.00	0.00	1.67	0.00	0.00	0.67	0.00	0.00	0.33	0.00	0.00
MA2213	0.50	0.50	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.50	0.00	0.00	0.00
FA2103	1.00	0.00	0.00	0.00	1.33	0.67	0.33	0.00	0.00	0.00	0.00	0.00	0.00
CC2117	1.50	0.00	0.00	0.00	0.00	0.00	0.25	0.00	0.00	1.50	0.50	0.00	0.00
ED2202	0.20	0.40	0.00	0.20	1.00	0.00	0.00	0.40	0.60	0.00	1.20	0.00	0.00
ID2180	2.00	0.00	0.00	0.00	0.18	0.18	0.36	0.55	0.36	0.00	1.45	0.00	0.00
ST2202	0.00	1.00	0.00	0.00	1.00	0.00	1.00	1.00	0.00	1.00	1.00	0.50	0.00
CC2118	0.50	0.00	0.00	0.00	0.75	0.50	0.75	1.00	0.00	1.00	1.00	1.25	0.00
5 Electives (Elective Average * 5)	4.57	3.23	5.43	2.56	6.45	1.86	4.95	3.96	4.72	1.74	1.79	3.83	2.86
Total	35.16	14.41	17.59	13.37	42.77	13.13	24.11	24.40	14.86	20.41	21.86	12.99	12.71
Program Articulation	C	AB	AB	AB	C	AB	AB	AB	AB	AB	AB	N	N
Elective courses, all students must take minimum 5 course to meet the core credit requirements													
MA2211	1.75	1.75	0.75	0.00	1.75	0.00	0.25	0.50	0.00	0.25	0.00	0.00	0.00
FA2203	1.00	0.00	1.00	0.00	1.00	0.00	1.50	1.00	1.00	0.50	0.00	0.00	3.00

OP2211	1.00	1.00	2.00	0.00	1.00	0.00	1.00	1.00	1.00	0.00	0.00	1.00	0.00
FA2202	0.00	0.67	1.00	0.50	0.33	0.33	1.00	1.33	1.00	0.33	0.33	0.17	0.33
MA2214	0.60	0.60	0.60	0.60	1.30	1.00	1.20	1.10	1.50	0.90	0.70	0.80	1.00
OP2213	1.67	0.00	1.33	0.00	1.33	0.00	0.67	0.00	2.00	0.00	1.33	0.67	0.00
FA2204	0.80	0.40	1.00	3.00	1.60	0.40	0.80	0.40	0.80	0.80	0.00	3.00	0.00
MA2202	0.50	0.75	1.00	0.00	2.00	1.25	1.50	1.00	0.25	0.00	0.50	0.50	0.25
Electives Average	0.91	0.65	1.09	0.51	1.29	0.37	0.99	0.79	0.94	0.35	0.36	0.77	0.57
Note	Students must take minimum 5 electives to meet core credit requirements. Average of electives has been multiplied by 5 in the main sheet for competence scoring.												