

Masters of Business Administration



Jaypee Business School

Course Code: 17M11BAF11

Accounting For Managers

Trimester-1

Academic Year 2019-2021

Course Instructor

Gopal Krishna Agarwal

Introduction

Financial Accounting encompasses the systematic recording of financial business transactions for different users and stakeholders. With the complex business environment, legal compliances, global economy and scientific comparisons it is of utmost importance that proper accounting records are kept on day to day basis so as to derive the best final results in the form of Balance Sheet, profit and Loss Account, Cash Flow Statement etc.

For any Business Manager it is equally important to understand broad features of accounting and accounting systems so that while taking business decisions in their areas, their financial impact may be considered

Objective

Course Objectives

- Learn accounting methodology with legal compliances and Indian/ Global Accounting Standards
- Learn ultimate outcome of financial accounting in the form of balance sheet, profit and loss account and cash flow statement with supporting schedules/ statements/ reports and their importance
- Learn usage of this accounting information by various stakeholders in the form of ratios and comparative analysis

Course Focus

- Benefits of accounting information for decision making
- Problems faced while maintaining proper accounts
- Usage of accounting information for control purposes and future planning

Pedagogy

The course is divided into modules which together provide various dimensions of use of information for analysis and decision making across an organization. Case analysis is an important pedagogical tool used for this course

Contact details

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Course Outcomes

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

- Remember and understand the accounting fundamentals and process.
- Apply these fundamentals and process to work out the end result of business operations through financial statements.
- Analyze these financial statements to know business efficiency, profitability and financial position.
 - Evaluate financial information for usage in future planning and optimizing profitability

Recommended reading list**1. Core Textbook**

Accounting and Finance for Non finance Managers

By Jai Kumar Batra

1st edition

Publisher: Sage Publications India P Ltd

2. Supplementary Text Books**a) Accounting for management**

By Dr. S N Maheshwari, S K Maheshwari

And Sharad K maheshwari

Publisher: Vikas Publishinh House Pvt Ltd Noida

Tel: 0120-4078900

b) Financial Accounting for Management

By H V Shankaranarayana and H R Ramanath

Publisher: Cengage Learning Delhi

Tel: 011-43641111

C) Essentials of Financial Accounting

By Asish K. Bhattacharya

Publisher: PHI Learning P Ltd.

Additional reading

1. Case Studies/ Illustrations: as listed against various sessions

2. Annual Report of a Company as advised in the beginning of Trimester by the Instructor

Trimester plan

This synopsis may be modified as per the requirements of class discussions as the course proceeds

Session 1,2,3

Introduction to Financial Accounting

Need for financial accounting of business transactions, basic accounting concepts and conventions, ultimate results of financial accounting, double entry system and accounting equation, usage of financial information

Learning Objectives

- To familiarise students with nature and scope of financial accounting
- To understand basic concepts with which accounting records are maintained
- To understand usage of Financial Information and Records
- To understand importance of financial accounting for a manager in decision making process

Reading: Core Text Book- Chapter 1 & 2 &3

Session 4&5

Entries in Primary Books

Ground rules of journalizing, actual journalizing the entries, necessity of primary books, recording from vouchers-internal and external

Learning Objectives

- To understand necessity of maintaining primary books
- To learn methodology of making entries in journal

Reading: Core Text Book- Chapter 6

Session 6

Entries in Ledger Accounts-Secondary Books

Posting entries from primary books to ledgers, different kinds of ledgers, posting techniques, ledger balancing and scrutiny

Learning Objectives

- To learn necessity to maintain different types of accounts
- To understand systematic posting and its relevance
- To learn balancing technique of ledger accounts and its necessity
- To learn methodology and techniques of ledger scrutiny

Reading: Core Text Book- Chapter 6

Sessions 7

Bank Reconciliation Statement

Bank Reconciliation Statement and methodology of its preparation, Causes of discrepancy explained

Learning Objectives

- To learn as to why this reconciliation is necessary
-

-
- To learn what corrective entries are passed after the reconciliation

Class discussion and chapter 10 of book

Session 8

Trial Balance / Rectification of errors/ Adjustments

Trial Balance preparation with ledger balances, scrutiny of trial balance, adjustment entries passed and revised trial balance preparation, rectification of errors

Learning Objectives

- To learn how to prepare trial balance and why
- To understand the errors left even after trial balance is tallied
- To learn the methodology to rectify various errors left before preparation of final accounts
- To learn revised trial balance concept

Reading: Core Text Book- Chapter 10

Sessions 9 &10

Preparation of Final Accounts

From trial balance prepare final accounts-Balance Sheet and Profit & Loss Account, Trading Profit and Loss Account, Accounting Policies and Notes of Accounts, Schedules attached to Profit and Loss Account and Balance Sheet

Learning Objectives

- To understand nature and necessity of preparation of final accounts
- To learn methodology of preparing final accounts
- To learn the necessity and importance of schedules, policies and notes to accounts attached to final accounts

Reading: Core Text Book- Chapter 11

Solve Illustration as suggested by faculty

`Case Study: Corporate Balance Sheet and P&L Account to be discussed as suggested by the Faculty

MID TERM TEST

Sessions 11 &12

Accounting Standards and Convergence to IFRS

Accounting Standards devised by Institute of Chartered Accountants, its necessity and relevance for preparing final accounts, Convergence of Indian Accounting Standards with IFRS

Learning Objectives

- To understand various Accounting Standards in India
- To learn the shift of Accounting Standards to IFRS in view of Global Changes
- To understand the difference between the two

Reading: Class Notes and chapter 4 of the book

Sessions 13, 14, 15
& 16

Corporate Final Accounts

Preparation of company's balance sheet and profit and loss account as per schedule VI of the Companies Act 1956, Board Report, Corporate Governance Report, Auditors Report, Accounting Standards (IAS) and IFRS based accounts, final accounts read in conjunction with notes to accounts and accounting policies, cash flow statement part of final accounts, provision for managerial remuneration, bonus shares, dividend, prior period adjustments, appropriation of profits

Learning Objectives

- To understand managerial remuneration, dividend declaration, provision for Income Tax, Bonus Shares declaration
- To learn preparation of Company Final Accounts
- To understand the nature and importance of Auditors' Report, Directors' Report and Corporate Governance Report in relation to Company as well as Final accounts of the Company

Reading: Core Text Book- ChapterS 12

Class Notes

Case Study: Detailed discussion of individual sub-heads of Annual Report provided

Sessions 17- 18

Cash Flow Statement

Why cash flow statement, preparation of cash flow statement-breaking into cash flow from operating activities; financing activities and investing activities, usefulness

Learning Objectives

- To understand system of cash flow working
- To learn importance of knowing cash flow from different sources and its implication
- To understand how non availability of cash may mar the business operations and future of organizations in spite of profitable venture
- To learn the impact of wrong sourcing of cash flow into the business

**Reading: Core Text Book- Chapter 24 of the book
Solve Illustration as suggested by faculty**

Sessions 19

Financial Statements Analysis

Financial Ratios, Inter dependence of Financial Ratios, EPS, PE Ratio, Inter Firm and Intra Firm comparisons

Learning Objectives

- To understand importance of financial ratios
- To learn how to compute ratios
- To learn how these ratios can be used to analyse the performance of a firm over a period of time as well as comparative study with other firms in similar industry and with industry as a whole
- To learn the benefits of comparative study

Session 20

**Reading: Core Text Book- Chapter 23 of the book
Consolidated Financial Statements**

Need for consolidation, Subsidiary and Holding Companies, consolidation process

Learning Objectives

- To understand the concept of Holding and Subsidiary companies
- To learn the need and process of consolidation of accounts of subsidiary companies with holding company

Class discussion

END TERM TEST

Assessment details

GRADE COMPONENTS

S. No.	Components	Weightage (%)
1	Assignment-1 (class test/ viva)	15
2	Mid Term	30

3	Assignment-2	15
4	End Term Test	40
Total		100

THE COURSEWORK ITEMS:

- Assignment

ASSIGNMENT 2

TASK:

The students will be assigned a specific Case Study on corporate report and will be required to present their work with their understanding and assessment of the situation of the company under overall legal and commercial environment and operating parameters as advised by the instructor



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A-10, Sector 62

NOIDA, 201 307 India

17M11BEC11: Managerial Economics

MBA-Trimester- I (2019-2021)

Course Outline

The course outline is a dynamic document. Hence, the learning facilitator may change the document, if needed, in order to enhance the learning output and the class environment but will communicate the changes in the class and in advance.

Course Credit:	3
Learning Facilitator:	Dr. Moonis Shakeel
Target learners:	MBA (2019-21 Batch), Trimester-I
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, Third Floor
Meeting Time:	By Appointment

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Managerial Economics: An Overview

Managerial Economics is concerned with the application of economic principles and methodologies to business decision problems. In this course, students will increase their understanding of economics and learn a variety of techniques that will allow them to solve business problems relating to costs, prices, revenues, profits, and competitive strategies.

The over-riding goal of the course is to make students better decision-makers in a business or institutional context but the principles and techniques are also applicable to personal financial and economic decisions. A subsidiary purpose of the course is to sharpen analytical skills so that students will be better able to recognize and solve decision problems in different contexts.

Learning Objectives

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Understand the basic concepts of Demand, Supply and Market	3	1		1					3
Identify the economic problem a company/industry is facing in light of the microeconomics concepts	3	3		1	2				3
Apply microeconomics concepts in overcoming the economic challenges	3	3	3	2			2		3
Develop economic models for managerial decision making	3	3	3	3	3		3		1

Learning Tools

The course will involve a healthy balance of classroom discussion, problem solving, and cases with the help of following learning tools.

- Textbook
- Readings and Exercises
- Power-point inputs lecture
- Review and reinforcement
- Case discussion

Assessment Details

Assignments (30%)

Students would be evaluated on their understanding of the concepts discussed in the class, and the applications in real world.

Mid-Term Test (30%)

Mid-Term will be based on class discussion, lectures, power points, assigned readings and

chapters in the textbook. This will be a 'closed book' test on application based descriptive questions.

End-Term Test (40%)

End-Term Test will be at the end of the trimester and will cover the entire course. This will also be a 'closed book' test based on conceptual and application based real life questions/ problem(s)/ Case(s).

Course Contents

Module 1- The Fundamentals of Managerial Economics

(Session 1-2)

Topics: Introduction, The economics of effective management, Understand Incentives, understands Markets, recognize the time value of money, and use marginal analysis.

Learning Objectives:

- Learn the basic concepts of Managerial Economics.
- List the different goals & constraints of a firm.
- To understand how market dynamics influence business decision making.
- To develop a framework for decision making.
- Awareness of the fundamental issues with which economics is concerned.

Readings: Managerial Economics by Salvatore and Rastogi, Publisher-Oxford

Module 2: Market Forces: Demand and Supply

(Session 3 -6)

Topics: Introduction, Market demand, Market Supply, Market Equilibrium, Comparative Statics Analysis, Supply, Demand, and price: The Managerial Challenges.

The economic concept of elasticity, The price elasticity of demand, The cross elasticity of demand, Income elasticity, Other elasticity measures, elasticity of supply.

Learning Objectives:

- To understand the basics of consumer demand.
- To derive the market demand curve.
- To understand the demand relationships.
- To understand Normal & Inferior goods.
- Understanding of Substitutes vs. Complementary goods.
- To understand the Firm's influence on consumer demand.
- To understand the importance of demand forecasting.

- To know the Concept of Elasticity of demand.
- Price elasticity & revenue relationships.
- The use of elasticity in managerial decision making.

Readings: Managerial Economics by Salvatore and Rastogi, Publisher-Oxford

Module 3: The Production Process and Costs

(Session 7 - 8)

Topics: Introduction, The production function, The role of the Manager in the production Process, Algebraic forms of production function, Algebraic measures of productivity, The cost function, Multiple- Output cost functions.

Learning Objectives:

- To basic Cost-Profit Concepts.
- To analyze efficient production decision.
- To relate profit maximization to efficient production.
- To explore the basis of firm's decision on scale of output/production.
- To develop cost-output relationship framework.
- To understand how costs influence plant size and location decisions of firms.
- To understand factors contributing to Economies and Diseconomies of scale.

Readings: Managerial Economics by Salvatore and Rastogi, Publisher-Oxford

Module 4: The Nature of Industry 10)

(Session 9 -

Topics: Introduction, Market Structure, Conduct, Performance, The structure- Conduct- Performance Paradigm.

Learning Objectives:

- To calculate alternative measures of industry structure, conduct and performance, and discuss their limitations.
- Describe examples of vertical, horizontal, and conglomerate mergers, and explain the economic basis for each type of merger.
- Describe the structure- conduct- performance paradigm, the feedback critique, and their relation to the five forces framework.

Readings: Managerial Economics by Salvatore and Rastogi, Publisher-Oxford

Module 5: Managing in Competitive, Monopolistic, and Monopolistically competitive Markets 14)

(Session 11 -

Introduction, Perfect Competition (Demand at the Market and firm levels, Short- Run output

decisions, Long- run decisions), Monopoly (Monopoly Power, Sources of Monopoly power, Maximizing profits, Implications of Entry barriers), Monopolistic Competition.

Learning Objectives:

- To understand the significance of perfect competition in the economy.
- Managerial Concept of profit maximization in a perfect competition.
- To emphasize on the effect of the changes in demand and supply conditions on profit maximizing behavior of firms in perfect competition.
- To understand the significance of monopoly in the economy.
- Managerial Concept of profit maximization in a monopoly.
- To emphasize on the effect of the changes in demand and supply conditions on profit maximizing behavior of firms in monopoly.
- Concept of Product Differentiation & Price Discrimination
- To understand the implications of competitor's actions on pricing in monopolistic markets.
- To understand the pricing and determination of equilibrium in the monopolistic competition.

Readings: Managerial Economics by Salvatore and Rastogi, Publisher-Oxford

Module 6: Basic Oligopoly Models

(Session 15 -16)

Introduction, Conditions for Oligopoly, The role of Beliefs and Strategic Interaction, Profit Maximization in four Oligopoly Settings, Comparing Oligopoly Models, Contestable Markets.

Learning Objectives:

- To understand pricing behavior under collusive oligopoly market organization.
- To understand the concept of Price Leadership Model.

Readings: Managerial Economics by Salvatore and Rastogi, Publisher-Oxford

Module 7: Game Theory: Inside Oligopoly

(Session 17 -18)

Introduction, Overview of Games and Strategic Thinking, Simultaneous- Move, one Shot Games, Infinitely Repeated Games, Multistage Games.

Learning Objectives:

- Apply normal form and extensive form representations of games to formulate decision in strategic environments that include pricing, advertising, coordination, Bargaining, innovation, product quality, monitoring employees, and entry.

Readings: Managerial Economics by Salvatore and Rastogi, Publisher-Oxford

Module 8:Pricing Strategy for firms with Market Power

(Session 19 -20)

Introduction, Basic Pricing Strategies, Strategies that Yield Even Greater Profits, Extracting Surplus from consumers, pricing strategies for special cost and demand structures, pricing strategies in Markets with intense price competition.

Learning Objectives:

- Apply simple elasticity- based markup formulas to determine profit- maximizing prices in environments where a business enjoys market power, including monopoly, monopolistic competition, and cournot oligopoly.

Readings: Managerial Economics by Salvatore and Rastogi, Publisher-Oxford



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A-10, Sector 62, NOIDA, 201 307, INDIA, www.jbs.ac.in

17M11BES11: Effective Self Management

Trimester I

July 01 –September14, 2019

Course Outline

This course teaches effective self-management principles and practices that increase a student’s success in academic, personal and professional life. The course is designed to provide students with new insights, methodologies and practical strategies to achieve optimum levels of productivity in the ever dynamic environment. Drawing from cognitive, affective, and behavioral theories in management and psychology, students examine the factors which make them introspect; set goals and plan action; manage self with respect to time; build self-confidence and augment positive professional and social attitudes and help them deal with others in order to develop self-regulation strategies for maximizing the effectiveness of their efforts.

Learning Facilitator:	Dr Sujata Kapoor
Target learners:	MBA (2019-21 Batch), Trimester-I
Learning Days:	As per weekly timetable
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	AryaBhattBhawanII, IVFloor
Meeting Time:	By appointment

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1. Course Introduction

In business, everyone is a manager. Before people rise to manage projects, teams, and companies, they manage themselves. Self-management is the act of managing the resources one has under one's personal control: one's personality, goals, time, image and networks.

2. Course Objective

The purpose of this course is to provide all interested students with an opportunity to learn and adopt the knowledge, skills, motivation and behaviors that will enhance their success in learning and in life. The objective is to change what you notice and think about yourself; how you apprehend the world around you; and to also enrich you with skills that help you navigate through the challenging world.

3. Course Outcome

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

CO Code	Co description	BTL level	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C106.1	Comprehend and summarise concepts of managing self.	2	3	2	1	3	1	1	1	1	3
C106.2	Apply concepts of self management for developing self.	3	3	3	3	3	3	1	1	1	3
C106.3	Develop skills for effective self management.	6	3	3	3	3	3	1	1	3	3
C106	Average		3.00	2.67	2.33	3.00	2.33	1.00	1.00	1.67	3.00

4. Pedagogy

The course will involve a healthy balance of classroom discussion and experiential activities, psychometric tests, introspective quizzes, group discussions; videos, all of which will focus on practical exercises with a tinge of lecture sessions.

5. Readings and References

- The 7 Habits of Highly Effective People: By Stephen R. Covey
- Who Moved My Cheese?: By Dr. Spencer Johnson
- First Things First: By Stephen R. Covey
- Lean In: Women, Work, and the Will to Lead: By Sheryl Sandberg
- Secrets to Success: Robin Sharma

6. Evaluation Details:

There will be continuous evaluation spread across the trimester.

SI.No.	Component	Weightage(%)	Tentative week of completion
1	Assignments/ exercises/ Activities	30%	5/10
3	Mid Term Test	30%	6
4	End Term Test	40%	11

6.1 Assignments (30%)

Each student has to submit an assignment individually given by the faculty based on the topics discussed in the class. These will be self reflective assignments. Marks will be awarded for class participation and participation in activities.

6.2 Mid Term Test (30%)

Mid-Term Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem solving questions based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

6.3 End Term Test (40%)

End Term Test will be at the end of the trimester and will cover the entire course. This will also be a

'closed book' test based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets should be in your possession or accessed illegally during the test. Any violation will result in disciplinary action.

7. Session Plan:

Number of sessions	Theme	Coverage	Cases/Activities/ Exercises
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1-3	Knowing Self	<ul style="list-style-type: none"> • Life Facets; Identifying Your Functioning Individuality • Identifying your personality 	<p>Know Thyself Exercises</p> <p>Life Facets; How grown up are you?; Functioning Individuality</p> <p>The Big Five Personality Test (Who am I?)</p>
4-5	Setting Career Goals; Action Planning & Motivating Self	<ul style="list-style-type: none"> • Identifying Personal values and Mission Statement • Figuring out Goals • Writing SMART goals • SWOT Analysis • Mapping goals with skills and knowledge • Developing an Action Plan • Reviewing Progress 	<p>From Think to Do: Goal Setting and Action Planning</p> <p>Activity: Goal Setting Exercises</p> <p>Video: Nick Vujicic: How to convert your weaknesses into strengths</p> <p>Test: The Self –leadership test (Can I motivate myself?)</p>
6-7	Managing Self	<ul style="list-style-type: none"> • Time Management • Creating To-do Lists • Scheduling • Ending Procrastination • Handling Stress 	<p>Assessing your Time Management Skills</p> <p>Exercise: 168 hours per week: A self-analysis</p> <p>Activity: Arrange the Cards</p> <p>Activity: Long lost friend</p> <p>The Stress Test (Work-Life Balance)</p>
8-9	Building Self Confidence EI Skills	<ul style="list-style-type: none"> • Building blocks of Self-confidence • Acquiring requisite knowledge • Being open to experiment and experience • Inculcating reading habits; exchanging notes; discussing ideas v/s people; developing hobbies • Dealing with peers, seniors and juniors • Professional relationships 	<p>Exercise: Where have you been?</p> <p>Ted Talk: Chip Conley (What makes Life Worthwhile?)</p> <p>EI Assessment</p> <p>Assertiveness Exercise</p>
10	Learning Attitude & Styles	<ul style="list-style-type: none"> • Openness to learning • Flexibility of thoughts • Not being opinionated • Being aware 	<p>Inspirational Video</p> <p>Activity: The Learning Type Test (How do I learn best?)</p>

Course Coordinator: Dr. Sujata Kapoor

Date: June 27, 2019

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17M11BGM12: Business Statistics and Analytics for Decision Making

MBA 2019-21 Batch

June-September, 2019 (Trimester I)

Course Outline

The course outline is a dynamic document. Hence, the learning facilitator may change the document, if needed, in order to enhance the learning output and the same will be communicated in the class in advance.

Course Title	Business Statistics and Analytics for Decision Making
Course Code	18M11BGM11
Course Credit	3
Target learners	MBA (2019-21 Batch), Trimester-I
Learning Facilitator	Dr. Charu Sijoria
Email id	charu.sijoria@jiit.ac.in

1. Course Introduction

Statistics is how we gather, analyze, and interpret data. This course teaches statistical thinking concepts that are essential for learning from data and communicating insights.

2. Course Objectives

- This course aims at providing students with introduction to business statistics and its application in the workplace.
- To make students analyze statistical data, draw conclusions, and make predictions of the future.

3. Learning Outcomes

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

- Understand the concepts of statistics and their usage in business.
- Make use of the various concepts and techniques in statistics to solve business problems.
- Analyze relationships between various business variables and concepts to draw inferences.
- Create various statistical models to apply to business problems.

4. Pedagogy

The course will involve a healthy balance of classroom discussion and experiential activities which will generally include a mixture of lectures and business cases discussion.

5. Text Book

Statistics for Business and Economics, Dr. Seema Sharma, Wiley

Additional Readings and References:

Complete Business Statistics, Aczel Amir D and Jayavel Sounderpandian, McGraw Hill Business Statistics, Naval Bajpai, Pearson Education

6. Evaluation Details

Quiz	10%
Project/Assignment	20%
Mid Term Test	30%
End Term Test	40%

7. Session Plan

Session	Session Topic	Sub-Topics to be covered	Text book chapter
1	Introduction to Statistics	Basic Statistical Concepts Data Measurement Frequency Distribution	1

		Graphical Presentation of Data	
2-4	Descriptive Statistical Analysis	Measures of Central Tendency, Measures of Dispersion	2
5-7	Probability Theory and Distribution	Fundamental Concepts of Probability Laws of Probability Probability Distribution	3
8-9	Sampling Theory and Distribution	Significance of Sampling Sampling Techniques Sampling Errors	4
10-13	Hypothesis Testing	Introduction to Hypothesis Types of Hypothesis Parametric Tests (t-test, z-test, F-test) Analysis of Variance	5,6,7
14-15	Non Parametric Test	Chi-square test Sign test	8,9
16-18	Correlation and Regression Analysis	Types Analysis Significance Test Interpretation	10,11
19-20	Business Forecasting	Forecasting Methods Smoothing Techniques Seasonal Variations	13



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17M11BMM11: Marketing Management-1

Trimester 1

July 2019 – September 2019

Course Outline

The course outline is a dynamic document. Hence, the learning facilitator may change the document, if needed, in order to enhance the learning output and the same will be communicated in the class in advance.

Course Credit	:	3
Learning Facilitator	:	Dr. S. Suresh
Target learners	:	MBA (2019-21 Batch), Trimester-I
Learning Days	:	As per time schedule
Learning time	:	As per time schedule
Learning Rooms	:	As per time schedule
Faculty Office	:	Arya Bhatt Bhawan II, Fourth Floor
Meeting Time	:	Tuesday and Thursday between 3-5pm
Phone	:	0120 - 2400974 Ext 484
Email ID	:	s.suresh@jiit.ac.in

1. Course Introduction

This course covers the fundamental principles of marketing and their application. Knowledge and skills related to product management, brand management, pricing strategies, marketing communications and distribution strategies are part of the course. Segmentation, positioning and targeting are also covered with relevant industry illustrations. Depending upon the topic case studies and role plays have been used along with the lectures.

2. Course Objective

To familiarize the participants with the basic concepts, tools, techniques and skills required to have an understanding of the marketing process in order to become effective marketing managers.

3. Learning Outcome

The course aims to:

- Understand the fundamentals of Marketing Management
- Apply knowledge and skills related to Marketing Management
- Evaluate issues related to Consumers and Markets.

4. Pedagogy

The course will be taught through interactive lectures and case discussions.

5. Text Book

Adopted Text: Adopted Text: Philip Kotler, Kevin Lane Keller, **Marketing Management - A South Asian Perspective**, 15th Edition, Pearson Education

6. Additional Readings and References

- Marketing Management, Ramaswamy and Namakumari, Sage Publications
- Marketing Management, Kumar A, Meenakshi N, 2nd edition, Vikas Publications
- Positioning: The Battle For Your Mind, Al Ries, Tata McGraw Hill
- Strategic Brand Management, Kevin Lane Keller, Pearson Education
- Consumer Behavior, Del I Hawkins, David L Mothersbaugh, Amit Mookerjee, Tata McGraw Hill
- Sales and Distribution Management, Tapan K. Panda, Sunil Sahadev, Oxford University Press.

7. Evaluation Details

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	Assignment	10%	5
2	Project	20%	9
3	Mid Term Test	30%	6
4	End Term Test	40%	11

Assignment (10%)

Assignments will involve market interaction so as to give practical exposure of market dynamics to the students.

Project (20%)

Students have to make a group of 5 or 6 and identify project. Course coordinator will facilitate in guiding the selection of project. Each group has to prepare a project report based on application of concepts learned in the course. Details of contents and deadline for submission of group project report will be declared by the course coordinator in the class.

Mid Term Exam (30%)

Mid-Term Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem solving questions based exam on concepts and application. No class notes, textbook or help-sheets are allowed during the exam.

End Term Exam (40%)

End Term Exam will be at the end of the trimester and will cover the entire course. This will also be a 'closed book' exam based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets are allowed during the exam.

8. Session Plan

Session	Theme of the day	Lecture Topic	Cases/Activities/ Exercises
1	Marketing Fundamentals	Core Concepts of Marketing, Marketing Management Tasks	Case: Helpline
2	Indian Marketing Environment	Economic Environment Government Reforms Marketing Environment	Case : Embracing Electric Mobility
3-4	Consumer Markets	Model of Consumer Behaviour Factors influencing Consumer Behavior Consumer Buying Decision Process	Case: Digital Influencer Credibility
5-6	Market Segments, Targets and Positioning	Market Segmentation Market Targeting Differentiation and Positioning	Exercise: Segmenting Rural Markets
7-8	Brand Management	Building Strong Brands Creating and Managing Brand Equity Managing Brands	Case: Airbnb, Making Hospitality Authentic
9-10	Product & Services Management	Products, Services and Experiences Levels of Products and Services Product Characteristics & Classifications, Product Line and Product Mix Decisions	Case: Nivea
11-12	Pricing Strategies	Major Pricing Strategies, New Product Pricing, Price Adjustment Strategies	Activity: Online Price Tracking
13-14	Marketing Channels	Supply Chains and Value Delivery Networks, Channel Behaviour and Organization, Channel Designing and Management Decisions, Managing Retailing, Wholesaling, E Commerce & M Commerce	Case: Amazon.com

15	Business Markets	Characteristics of Business Markets, Participants in Business Buying Process, Stages in the Buying Process	Case: E Procurement & Mobile Procurement
16-17	Marketing Communication	Marketing Communication Mix, Developing Effective Communications, Managing Integrated Communications Process	Activity: Making a Print Ad
18-19	Managing Mass & Personal Communication	Advertising and Public Relations, Personal Selling and Sales Promotion, Direct, Online, Social Media, and Mobile Marketing	Case: Alibaba
20	Digital Marketing	Components of Digital Marketing Digital Marketing Communications Digital Marketing Scenario in India	Case : Walmart acquires Flipkart

Course Coordinator: Dr. Suresh

Date: July1, 2019



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18M11BGM17: Business Communication

Trimester 1 July 2019 – September 2019

Course Outline

The course outline is a dynamic document. Hence, the learning facilitator may change the document, if needed, in order to enhance the learning output and the same will be communicated in the class in advance.

Course Credit	:	3
Learning Facilitator	:	Dr. S. Suresh
Target learners	:	MBA (2019-21 Batch), Trimester-I
Learning Days	:	As per time schedule
Learning time	:	As per time schedule
Learning Rooms	:	As per time schedule
Faculty Office	:	Arya Bhatt Bhawan II, Fourth Floor
Meeting Time	:	Tuesday and Thursday between 3-5pm
Phone	:	0120 - 2400974 Ext 484
Email ID	:	s.suresh@jiit.ac.in

1. Course Introduction

This skill based, intensive and highly interactive course is designed to enable students to achieve excellence in business related written communication. The course covers fundamentals of written communication, written communication strategy, developing effective messages, writing reports, making proposals, making business plans, making best use of electronic media, making resumes and preparing for job interviews. The course integrates the best of traditional and modern media based written communication.

2. Course Objectives

- Understand the importance of written communication in business
- Improve written communication skills
- Gain expertise in technology based media for communication effectiveness
- Prepare proposals, reports and business plans
- Impart employment related communication skills

3. Learning Outcome

- Understand the principles of effective communication
- Make effective use of communication skills
- Create resume, reports, proposals and business plans

4. Pedagogy

The course will be taught through interactive lectures and class exercises.

5. Text Book

Adopted Text: Carol M. Lehman, Debbie D. Dufrene, Mala Sinha, **BCOM**, Cengage Learning

6. Additional Readings and References

- Payal Mehra, Business Communication for Managers, 4th Impression, 2014, Pearson
- Lesikar, Flatley, Rentz and Pandey , Business Communication, McGrawHill
- Shalini Kalia, Shailja Agarwal, Business Communication, Wiley India
- Kumkum Bhardwaj , Fundamentals of Business Communication, Dreamtech/Wiley
- Meenakshi Raman, Prakash Singh, Business Communication, Oxford Higher Education
- Kristen Bell DeTienne , Guide to Electronic Communication, 2011, Pearson

7. Evaluation Details

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	Assignments	20%	5
2	Project	10%	9
3	Mid Term Test	30%	6
4	End Term Test	40%	11

Assignment (20%)

Assignments are aimed to enhance writing skills of students.

Project (10%)

Students have to make a group of 5 or 6 and identify project. Course coordinator will facilitate in guiding the selection of project. Each group has to prepare a project report based on application of concepts learned in the course. Details of contents and deadline for submission of group project report will be declared by the course coordinator in the class.

Mid Term Exam (30%)

Mid-Term Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem solving questions based exam on concepts and application. No class notes, textbook or help-sheets are allowed during the exam.

End Term Exam (40%)

End Term Exam will be at the end of the trimester and will cover the entire course. This will also be a 'closed book' exam based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets are allowed during the exam.

Session Plan

Session 1	Introduction to Business Communication <ul style="list-style-type: none"> • Communication Principles • Models of Communication 	Business Communication for Managers Payal Mehra, Pearson <i>Case Study: Barriers to Communication</i>
Session 2	Business Communication at Workplace <ul style="list-style-type: none"> • Business Communication Process • Role of Communication in Business • Main Categories of Business Communication 	Business Communication Lehman, Dufrene, Sinha <i>Case Study: Pinnacle Technologies</i>
Session 3	Designing and Delivering Presentations <ul style="list-style-type: none"> • Process of Making Effective Presentations • Online Presentations • Presenting to a Culturally Diverse Audience 	Business Communication Shalini Kalia, Shailja Agarwal Wiley India <i>Exercise: Presentation on a Contemporary Business Topic</i>
Session 4	Non Verbal Communication <ul style="list-style-type: none"> • Characteristics of Non Verbal Communication • Functions of Non Verbal Communication 	Business Communication Lesikar, Flatley, Rentz and Pandey, McGrawHill <i>Exercise: Talking with your face</i>
Session 5	Listening Skills <ul style="list-style-type: none"> • Listening for a Specific Purpose • Poor Listening Habits • Suggestions for Effective Listening 	Business Communication Lehman, Dufrene, Sinha <i>Exercise: Listening</i>
Session 6	Meetings and Conferences <ul style="list-style-type: none"> • Meeting Process • Leading Effective Meetings • Planning a Conference • Teleconferencing 	Business Communication Lesikar, Flatley, Rentz and Pandey, McGrawHill <i>Exercise: Preparing a Conference theme and contents</i>
Session 7	Negotiations <ul style="list-style-type: none"> • Negotiator's Behaviour • Negotiation Situation • Negotiation Skills 	Business Communication Lesikar, Flatley, Rentz and Pandey, McGrawHill <i>Role Play: Negotiation Skills</i>
Session 8	Resolving Conflicts <ul style="list-style-type: none"> • Conflict Situation • Conflict Management Behaviour • Conflict Management Conversation 	Business Communication Lesikar, Flatley, Rentz and Pandey, McGrawHill <i>Case Study: Conflict Resolution</i>
Session 9 & 10	Grammar, Mechanics and Usage <ul style="list-style-type: none"> • Grammar: Parts of Speech • Formation and use of Tenses • Developing Effective Sentences and Paragraphs 	Fundamentals of Business Communication Kumkum Bhardwaj, Dreamtech/Wiley
Session 11	The Writing Strategy <ul style="list-style-type: none"> • Framing • Logic and Organization • Punctuation • Referencing Style 	Business Communication for Managers Payal Mehra, Pearson Business Communication Meenakshi Raman, Prakash Singh Oxford Higher Education <i>Exercise: Planning a Research Paper</i>
Session 12	Preparing Messages <ul style="list-style-type: none"> • Good, Neutral and Bad News Messages • Persuasive Messages • Making Powerful Sentences 	BCOM Lehman, Dufrene, Sinha Cengage Learning <i>Exercise: Posting a Persuasive message</i>

		<i>on Facebook</i>
Session 13	Business Correspondence <ul style="list-style-type: none"> • Layout of a Business Letter • Parts of a Business Letter • Types of Business Letters 	Fundamentals of Business Communication Kumkum Bhardwaj, Dreamtech/Wiley <i>Exercise: Drafting a Sales Letter</i>
Session 14 & 15	Proposals, Business Plans and Reports <ul style="list-style-type: none"> • Preparing Reports • Preparing Proposals • Preparing Business Plans 	BCOM Lehman, Dufrene, Sinha Cengage Learning <i>Exercise: Drafting a Sample Proposal</i>
Session 16 & 17	Communicating Electronically <ul style="list-style-type: none"> • Effective use of E Mail • Communicating on Social Media • Designing Web Pages • Mobile Phone Communication 	BCOM Lehman, Dufrene, Sinha Cengage Learning <i>Exercise: Communication on Website</i>
Session 18	Communication for Employment <ul style="list-style-type: none"> • Preparing Resumes • Application Messages • Preparing for Interviews 	BCOM Lehman, Dufrene, Sinha Cengage Learning <i>Role Play: Mock Interview</i>
Session 19 & 20	Communication across Functional Areas <ul style="list-style-type: none"> • Integrated Marketing Communication • Project Management Communication • Human Resource Communication • Financial Communication • Management Information Systems 	Business Communication Meenakshi Raman Prakash Singh Oxford Higher Education <i>Exercise: Financial Communication</i>

Course Coordinator: Dr. S. Suresh Date: July 1, 2019



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1811BHR11: Organizational Behavior Trimester- I

Course Outline July- September 2019

The course outline is a dynamic document. Hence, the learning facilitator may change the document, if needed, in order to enhance the learning output and the same will be communicated in the class in advance.

Course Credit:	3
Learning Facilitator:	Dr. Rajnish Kumar Misra
Target learners:	MBA (2019-21 Batch), Trimester-I
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, IV Floor
Meeting Time:	on Days other than sessions between 3-5pm
Phone:	0120 - 2594471
Email ID:	rajnish.misra@jiit.ac.in

An organization, like human being continuously adapts itself to changes in the competitive environment. Its effectiveness depends on the motivation and behavior of the workforce. To capitalize on the capabilities of the workforce, it must have appropriate incentives, develop effective teams, design an attractive job environment, and manage the dynamics of organizational change. By understanding the principles of organizational behavior, the students would acquire a deeper knowledge of how they relate to other members of the organization, organization system and organization culture. This course is designed to enhance the understanding of students regarding organizational processes, their impact on individual performance and organization effectiveness. The sessions would be interactive using a combination of lectures, individual and group discussions, presentations and introspection.

This course's objective is to:

- Familiarize students with the fundamentals of Organization Behavior and enhance their appreciation of these concepts and the application to various Organizational management processes.
- To understand how individual, group and organizational behavior effect Individual and organizational outcomes.
- To develop their understanding, abilities and skills to manage stress and enhance their wellbeing in an organization.

The present course will substantiate the following outcomes for the students:

Course Outcomes	PO1	PO 2	PO3	PO4	PO5	PO 6	PO7	PO 8	PO 9
Understand impact of work environment variables on behaviour in organizations	3	2	1	1	1			2	3
Identify individual and group characteristics and appreciate the link contributing to the emergence of Organizational Behaviour and culture	3	3	3	2	3				3
Apply techniques in managing self and others in the organization.	3	3	3	2	3	3			
Average	3.00	2.67	2.33	1.67	2.33	3.00	###	2.00	3.

The course will involve a healthy balance of classroom discussion and experiential activities, which will generally include a mixture of lectures and projects.

- Nelson L., John Quick., Khandelwal, P. – ORGB -Organizational Behaviour, Cengage Learning – 3rd Ed.
- Robbins, S.P., Judge, T.A., and Vohra. N., “Organizational Behaviour”, Pearson Education, 16th Edition.
- Griffin, R. W. and Moorhead-“Managing Organizational Behaviour”, (10th ed.) Cengage Learning
- Luthans, Fred, - Organizational Behaviour (Mc Graw Hill,) 1998, New Delhi.
- Jerald Greenberg.-“Behaviour in Organizations”, 2012(10th ed.) PHI Learning
- Robbins, Judge, Vohra, “Organizational Behavior”, (14th ed.), Pearson.

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	Assignment	10%	2-8
2	Quiz	20%	9 & 17
3	Mid Term Test	30%	6
4	End Term Test	40%	11

7.1 Assignment (10%)

The students will read Case studies / situations, analyze and prepare a write-up mentioning the problems and proposed solution in the case / situations.

7.2 Quiz (20%)

The students would be taking a quiz in class that will reflect the understanding of the concepts covered during the course.

Mid-Term Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive questions based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

End Term Exam will be at the end of the trimester and will cover the entire course. This will also be a 'closed book' exam based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook, or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

Session .No	Lecture Topics	Text Book Chapter/ Readings	Cases/Activities /Exercises
1-2	<p><u>Organization Behavior- Introduction & Challenges</u></p> <ul style="list-style-type: none"> Organizational Behavior – Overview & Meaning Evolution of Management thought: Scientific, Administrative , and Human Resource Management Types of individual behavior in Organizations Technological changes and organizational Behavior The new age manager and Organization Behavior Challenges & Opportunities for OB 	<p>## chapter – 1</p> <p>Nelson & Quick – ORGB</p> <p>Jerald Greenberg,-“Behavior in Organizations”, 2012(10th ed.) Chapter 1.</p> <p>Moorhead & Griffin - Managing Organizational Behavior”,(10th ed.) Cengage Learning ,Chapter 1</p>	

3	<p style="text-align: center;"><u>Workforce Diversity</u></p> <ul style="list-style-type: none"> • Nature of workforce Diversity • Biographical characteristics and abilities • Implementing diversity management strategies • workforce Diversity and Globalization • Implications for Managers • Changing expectations and engaging a diversified workforce • Abilities and intelligence at work • The role of disabilities in the workplace • What it takes to succeed: Skill types & determinants 	<p>## chapter- 2</p> <p>Nelson & Quick, ORGB – chapter- 2</p> <p>Jerald Greenberg.-“Behavior in Organizations”, 2012(10th ed.) Chapter 4.</p> <p>Moorhead & Griffin - Managing Organizational Behavior”,(10th ed.) Cengage Learning ,Chapter 2</p>	
4-5	<p style="text-align: center;"><u>Making Sense of the world : Perception and Learning</u></p> <ul style="list-style-type: none"> • Social perception and social identity • Perceptual Biases: Systematic errors in perceiving others. • Attribution theory & Stereotyping • Impression Management • Classical & Operant Conditioning • Organizational practices using reward and punishment • Essentials of learning organizations. 	<p>## chapter- 3 and 6</p> <p>Nelson & Quick – ORGB– Jerald Greenberg.-“Behavior in Organizations”, 2012(10th ed.) Chapter 3</p> <p>Moorhead & Griffin - Managing Organizational Behavior”,(10th ed.) Cengage Learning ,Chapter 3</p>	
6-7	<p style="text-align: center;"><u>Individual Differences: Personality & Values</u></p> <ul style="list-style-type: none"> • Personality determinants-Nature v/s nurture • Self Concept - the “I” in self evaluation • Positive and negative affectivity • Major work related aspects of personality • Terminal , instrumental & generational values • Linking individual values to workplace: Person job fit/ person organizational fit • Global implications and value systems 	<p>## chapter-3</p> <p>Nelson & Quick – ORGB</p> <p>Jerald Greenberg.-“Behavior in Organizations”, 2012(10th ed.) Chapter 4</p>	<p><i>Exercise: MBTI personality test.</i></p>
8	<p style="text-align: center;"><u>Individual Differences: Work related Attitudes and Job Satisfaction</u></p> <ul style="list-style-type: none"> • Components of attitude • Major Job Attitudes: Prejudice, Job Satisfaction and Organizational Commitment • Meaning of job satisfaction • Factors causing job satisfaction • Outcomes of job satisfaction and dissatisfaction 	<p>## chapter- 4</p> <p>Nelson & Quick – ORGB</p> <p>Jerald Greenberg.-“Behavior in Organizations”, 2012(10th ed.) Chapter 6.</p>	<p><i>Exercise : What are the most important factors to your job attitude</i></p>
9-10	<p style="text-align: center;"><u>Foundations of Employee Motivation</u></p> <ul style="list-style-type: none"> • Individual motives, drives and needs • Content and Process Theories of motivation • Motivation through Rewards and recognition • Performance enhancement by motivating • Motivating for organizational fit. 	<p>## chapter- 5</p> <p>Nelson & Quick – ORGB–</p> <p>Jerald Greenberg.-“Behavior in Organizations”, 2012(10th ed.) Chapter 7</p>	<p><i>Case: The Dabbawalas of Mumbai- Kumar, Margulis & Motwani</i></p>

**MIDTERM
Examination**

11	<p><u>Individual Differences: Emotions and Stress</u></p> <ul style="list-style-type: none"> • Understanding the nature of Emotions and Moods • Emotional intelligence at work • Application of emotions and moods in individual and organizational behavior • Nature and types of stressors • Physiological and psychological conception of stress • Stress Management and interventions in the workplace • Coping and well being • Work life Balance 	<p>## Chapter – 4 and 7 Nelson & Quick – ORGB– Jerald Greenberg.-“Behavior in Organizations”, 2012(10th ed.) Chapter 5.</p>	<p><i>Self Assessment Library: What is my emotional intelligence score?</i></p>
12-13	<p><u>Group Dynamics and Work Teams</u></p> <ul style="list-style-type: none"> • Types of Groups and its formation • Group Function, Members role, hill interaction matrix, model of group systems 	<p>## Chapt 7 Nelson & Quick – ORGB</p>	<p>The Narmada River Story (E) Case Study</p>
14-15	<p><u>Decision making</u></p> <ul style="list-style-type: none"> • Rational Choice Paradigm of Decision Making • Bounded Rationality in decision making • The link between individual perception and decision Making • Influences on decision making : Individual differences and organizational constraints • Role of ethics in decision making • Group Think, Group Decision Making, Group Polarization emotional style of group relations 	<p>## chapter-10 Nelson & Quick – ORGB Jerald Greenberg.-“Behavior in Organizations”, 2012(10th ed.) Chapter 10</p>	
16-18	<p><u>Leadership - Issues and Prospects</u></p> <ul style="list-style-type: none"> • Types of Leadership • Approaches to Leadership 	<p>##Chapter 12 Nelson & Quick – ORGB–</p>	<p>Leadership attributes (Exercise) Leadership (Video) Case Study</p>
19-20	<p><u>Organizational Power, Conflict & Politics</u></p> <ul style="list-style-type: none"> • Power, bases of Power, political perspective, how to protect self interest & conflict process 	<p>Chapter 11 and 13 Nelson & Quick – ORGB–</p>	<p>Understanding Power dynamics (E), Delegate power or keep it close (C), Ugly Orange (E)</p>

**Course Coordinator: Dr.
Rajnish Kumar Misra
Date: July 01, 2019**

