



Jaypee Business School

A Constituent of Jaypee Institute of Information Technology
(Declared Deemed to be University u/s 3 of UGC Act)
A-10, Sector 62, NOIDA, 201 307, INDIA, www.jbs.ac.in

17M11BAF12: Financial Management - I

Trimester II

September 23 – December 28, 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. Rahul Sharma
Target learners:	MBA (2019-21 Batch), Trimester-II
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:	Wednesday and Friday between 3-5pm
Phone:	0120 - 2400974 Ext 474
Email ID:	rahul.sharma@jiit.ac.in

1. Course Introduction

This course deals with the theory and practice of corporate finance. This course exposes the participants to various methods used by finance managers in solving practical problems. It formalizes real world situations by using models and techniques suggested by the theory. The analytical processes utilized in financial decision-making will be examined and applied to business finance problems. At the end of the course, the participant should be able to perform moderately sophisticated applications of financial analysis and management.

2. Course Objective

- To understand why companies and financial markets behave the way they do.
- To provide the overview of corporate finance for financial analysis and decision making.
and
- To build the foundation in finance which will be useful for doing advance studies in finance

3. Course Outcome

After successful completion of this course students should be to:

CO Code	Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C109.1	Understand different forms of business, finance and finance functions. (BTL-2)	3	2	1	1			1		3
C109.2	Apply concepts of investment, financing and dividend functions. (BTL-3)	3	3	3	1	3		2		3
C109.3	Analyse proposals and plans to make financial decisions. (BTL-4)	3	3	3	2	3		2		1
C109.4	Evaluate proposals and plans to make financial decisions. (BTL-5)	3	3	3	3	3	3	3	3	1
Average		3	2.75	2.5	1.75	3	3	2	3	2

4. Pedagogy

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

5. Text Book:

- Corporate Finance by Stephen A Ross, Randolph W Westerfield, Jeffrey Jaffe and Ram Kumar Kakani published by Tata Mcgraw Hill, Eleventh Edition.

6. Additional Readings and References:

- Financial Management by I M Pandey, published by Vikas Publishing House, Latest Edition.
- Financial Management – Comprehensive Text Book with Case Studies by Ravi M. Kishore, Taxmann, Latest Edition.

7. Evaluation Details:

Sl. No.	Component	Weightage (%)	Deadlines
1	Seminar Presentation	10%	First 10-15 Minutes of every class based on the topic(s) being taught in the class.
2	Project Report - II	10%	on or before December 10, 2019
3	Surprise Quiz	10%	During Last 2 Teaching Weeks of the trimester
4	Mid Term Test	30%	Between Nov 4 – Nov 9, 2019
5	End Term Test	40%	Between December 23-28, 2019

*** Timely submission of the project is student's. Failing which entire team will be awarded zero. The learning facilitator will not remind about the same.**

Seminar Presentation (10%)

To improve the conceptual understanding and for enhancing the communication and presentation skills of students, each student will be required to make the presentation on any one of the topics mentioned below. These seminar presentations will be the part of every class.

Topics of Seminar

1. Sole Proprietorship
2. Partnership Firm
3. Corporations
4. Role of Finance Manager, Objective of Financial Management,
5. Interface of Financial Management with Other Functional Areas
6. Authorized Capital, Issued Capital and Subscribed Capital
7. Equity Market Instruments,
8. Preference Share Capital
9. Debt Market Instruments,
10. Hybrid Debt Instruments,
11. Money Markets Instruments
12. Introduction to the concept of time value,
13. Present Value
14. Future Value
15. Future Value Annuity,
16. Present Value Annuity
17. Beta
18. Cost of Equity
19. Cost of Debt
20. Cost of Preference Shares
21. Weighted Average cost of Capital
22. Factors influencing Capital Structure Decisions
23. Types of Dividend
24. Dividend Determinants
25. Need for Optimum Capital Structure
26. Need for Capital Investment Appraisal
27. Payback Period Method
28. Discounted Payback Period Method
29. Net Present Value
30. Internal Rate of Return

Project Report - II (10%)

To make the subject application based and to give students the feel of real life situations any one company will be assigned by the learning facilitator to students to work. Students are required to work on that company as per the directions (from time to time depending upon the topics) of the learning facilitator.

A detailed report will be submitted to the learning facilitator **on or before December 10, 2019**. There will be five members in each team. The detail regarding the project will be announced in the class in different phases as and when required. The announcement of Phase – I is given below with this course outline. To make submissions, you need to make use of the latest publicly available financial data and information about the company.

The information needed would perhaps include its latest financial statements of the company and capital market trading data. Some of the best sources to get the detailed information on your company are as follows:

Company's own website, Bloomberg database, BSE & NSE websites, ACEEQUITY Database, SEBI Website, and Site.Securities.com, Business-standard.com, thehindubusinessline.com,

equitymaster.com, indiabulls.com, Indiainfoline.com, moneycontrol.com, and sharekhan.com may also help to get the desired information

The key to a good project would be:

- What you compute and write about your company,
- How well do you support your argument(s)

Announcement for Project

You are required to make a two page write-up of the company which includes (point 1 - 4):

1. A brief introduction about the company and its key product lines
2. Convey the financial objective of the company
3. Identify the company's main owners / promoters, key top management officials and stock exchange on which the company is listed with.
4. Present 3-4 significant financial and non-financial indicators of your company and identify its peers
5. Required to look at your company using CAPM and find following:
6. Find estimates of beta using the latest 1 year daily returns; Compare the estimated beta of your company with one of its nearest peers. Which company is more risky? Why?
7. Using the historical risk free rate and market risk premium found in the chapter, calculate the expected return for both the companies i.e. your company and its peer based on the most recent beta. Is the expected return for each company is equal or not? Why or Why not?
8. So, you have to make justifiable assumptions, compute the cost of equity, Compute the cost of debt, and finally arrive at the weighted average cost of capital for your company.
9. Comment on the cost of capital that you arrive at.

Surprise Quiz (10%)

A surprise quiz of not more than 15 minutes will be given during the term. The quiz will be closed book and it covers pre reads, self learning topics, market happenings. This quiz will not be onerous if you have prepared well for 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 should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

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 should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

8. Session Plan:

Session	Session Theme	Topic Coverage	Text Book Chapter	Cases/Activities/ Exercises
1-2	Introduction to Corporate Finance	Corporate Finance, Corporate Firm, Role of Finance Manager, Objective of Financial Management, Interface of Financial Management with Other Functional Areas.	1	Discussion on https://www.youtube.com/watch?v=nsV461Ylr6c <u>(In Flip class mode)</u>
3	Equity, Debt and Money Market Instruments.	Equity Market Instruments, Debt Market Instruments, Hybrid Debt Instruments, Money Markets Instruments	Course Material	Discussion on https://www.youtube.com/watch?v=P_bqDgkZmuY https://www.nseindia.com/education/resources/download/FIMMDA.pdf <u>(In Flip class mode)</u>
4-7	Time Value of Money	Introduction to the concept of time value, Future Value of A Single Cash Flow, Future Value Multiple Flows, Future Value Annuity, Present Value of A Single Cash Flow, Present Value of uneven Multiple Flows, Present Value Annuity	4	1 to 16, 51 -56 (Ross, pp 138 - 147) Case: The MBA Decision (Ross, pp 148) (Week 4)
8-10	Risk and Return	The concepts of return, measuring the rate of return- risk, Risk and expected and Return Concepts, Sources of Risk, Portfolios and risk, the Capital Asset Pricing Model (CAPM)	10 & 11	4-1 to 4-13 (Ross, pp 391-392) Case: A job at East Coast Yachts (Ross, pp 354) (Week 5)
11-12	Cost of Capital	Meaning of cost of capital, Cost of different sources of finance, Calculation of weighted Average Cost of Capital	13	9-1 to 9-12 (Ross, pp 451-455) Case: Cost of Capital for Swan Motors (Ross, pp 455) (Week 7)
13-15	Capital Structure	Meaning and Components of Capital Structure, Relationship of Cost of Capital and Risk, Need for Optimum Capital Structure, Factors influencing Capital Structure Decisions, Net Income Approach, Net Operating	16	Discussion on HBS: Note on Theory of Capital Structure

		Income Approach, MM Hypothesis		
16-17	Dividend and Other Payouts	Meaning and Determinants of Dividend Policy, Dividend Policies, Dividend Relevance Model, Dividend Irrelevance Theory	17	18-1 to 18-8 (Ross, pp 641-645) Guest Lecture: Dr. Ravi Singh, Vice President, Karvy Broking
18-20	Capital Investment Appraisal	Need for Capital Investment Appraisal, Investment Appraisal Techniques	5 & 6	Ravi M. Kishore, Financial Management – Comprehensive Text Book with Case Studies, Taxmann, pg. 362-390

Course Coordinator: Dr. Rahul Sharma

Date: September 20, 2019



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17M11BEC12: Macroeconomics and Business Policy
Trimester II
September 23 – December 21, 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. Moonis Shakeel
Target learners:	MBA (2018-20 Batch), Trimester-II
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, 3rd Floor
Meeting Time:	By Appointment

Phone: [0120 - 2400974 Ext 482](tel:0120-2400974)

Email ID: moonis.shakeel@jiit.ac.in

1. Course Introduction

The course aims at enabling students to relate the issues of how to develop a strategy, which is in line with developments in the external environment. The aim is to emphasize on developing an ability in the student to appreciate the linkages between macro environment changes and micro level decision-making, as a manager and as a consumer. This course focuses on macroeconomic concepts and policies to provide the theoretical base. It then takes the student on the path of linking economic theory with business strategy.

2. Course Objective

The learning objective of this course:

- is to understand the national income accounts and its various components.
- to know and understand about the various economic indicators and their impact on economy
- to learn, apply and analyze various macroeconomic theories and models..

3. Course Outcome

At the end of this course, students will:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Understand the concepts of macroeconomics and national income accounting	3	3	3	3	3				3
Make use of the various concepts and macroeconomic models to understand, interpret and solve economic problems	3	3	3	3	3				3
Analyze relationships between various economic variables and concepts to draw inferences about the health of economy	3	3	3	3	3				3
Create various economic models to apply to economic problems	3	3	3	3	3				3

4. Pedagogy

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

5. Text Book

Macroeconomic Policy Environment by Shyamal Roy, Publisher McGraw Hill.

6. Additional Readings and References:

- Macroeconomic Essentials by Peter Kennedy, Publisher PHI.
- Business/Financial Newspapers

7. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	Quiz	15%	6-8
2	Project/Assignment	15%	9
3	Mid Term Test	30%	6
4	End Term Test	40%	11

7.1 Quiz (15%)

There will be one class quiz/test of 15 marks. The quiz/test will be conducted as a surprise quiz.

7.2 Individual /Group Project (15%)

Students have to make a group of 5 or 6 students of their class and need to identify a research project, latest by the second week of the course. Course coordinator will facilitate in guiding for 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.

7.3 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.

7.4 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.

8. Session Plan:

Session	Theme of the day	Lecture Topic	Text Book Chapter	Cases/Activities/ Exercises/MOOC /Online resources/Videos
1.	Introduction to Macroeconomics	Media Economics Up-and-Down Economics Policy Evaluation Macroeconomic Markets	Course Materials Text book Ch. 1	Newspapers
2-3	Measuring the Economy	Defining national income accounts components Methods of estimating national income	Text book Ch. 2	http://mospi.nic.in/132-overview-indian-system-national-accounts
4	Unemployment	Defining and measuring unemployment Types of unemployment Cost of unemployment	Course Materials	https://data.gov.in/ https://labour.gov.in/employment-unemployment-scheme
5-7	Aggregate Demand	Consumption Investment Government Action Net Exports Multiplier	Text book Ch. 3	Indian Case Analysis
8 - 10.	Aggregate Supply	Aggregate Supply in the Short Run From the Short run to the Long run Shifts of Aggregate Supply Curve	Course Materials	Discussion
11-13	Fiscal Policy	Theory of Fiscal Policy Including Aggregate Supply The Evolution of Fiscal Policy	Text book Ch. 4	Indian Case Analysis
14-16	Monetary Theory and Policy	The Demand and Supply of Money Money and Aggregate Demand in the Short Run Money and Aggregate Demand in the Long Run Targets for Monetary Policy	Text book Ch. 5	Indian Case Analysis
17-19	External Economy	Balance of Payments Exchange Rates Purchasing Power parity Interest rates parity	Text book Ch. 6	Indian Case Analysis
20	Implications for Managerial Decision Making	Indian Economic Environment Global Economic Scenario	Text book Ch. 7	Discussion

Course Coordinator: Dr. Moonis Shakeel



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17M11BGM17: Entrepreneurship and Innovation
MBA-Trimester– II (2019-2021)
September 23 – December 21, 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:

1.5

Learning Facilitator:	Dr. Shriram A. Purankar
Target learners:	MBA (2019-21 Batch), Trimester-II
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, 4 th Floor
Meeting Time:	By Appointment
Phone:	0120 - 2400974 Ext 474
Email ID:	shriram.purankar@jiit.ac.in

1. Course Introduction

This course aims to provide students with an understanding of the nature of enterprise and entrepreneurship and introduces the role of the entrepreneur, innovation in the entrepreneurial process. It is not about small business or life style businesses but instead the development of growth oriented businesses - whether for-profit or not-for-profit. Entrepreneurship is both a way of thinking and of doing. It involves "building something from nothing" and successful entrepreneurs know how to manage and mitigate uncertainty and risk. The course content is relevant to those individuals thinking about starting a business or who are already in business

- large or small, those who are interested in commercializing their own innovations or of others, and those who advise entrepreneurs or engage in policy making in the entrepreneurship area.

2. Course Objective

The learning objective of this course:

- Develop a plan for implementing entrepreneurial activities in a globalised and competitive environment being responsible for the social, ethical and culture issues.

- Identify the attitudes, values, characteristics, behavior, and processes associated with successful entrepreneurial behavior.
- Understand what is meant by entrepreneurship and innovation from both a theoretical and practical perspective.

3. Course Outcome

At the end of this course, students will:

CO Code	Description	BTL	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C113.1	Identify the attitudes, values, characteristics, behavior, and processes associated with successful entrepreneurial behavior	2	3	2	2	3	2	1	1	1	3
C113.2	Understand what is meant by entrepreneurship and innovation from both a theoretical and practical perspective.	2	3	2	3	3	3	2	1	1	3
C113.3	Examine the role of creativity in entrepreneurship and review the components of the creative process	4	3	3	3	3	3	2	1	1	3
C113.4	Develop and critique a business plan for implementing entrepreneurial activities in a globalised and competitive environment and also being responsible for the social, ethical and culture issues.	6	3	3	3	3	3	2	3	1	3
Average			2.50	2.75	3.00	2.75	1.75	1.50	1.00	3.00	3.00

4. Pedagogy

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

5. Text Book:

Entrepreneurship A South Asian Perspective, Kuratko and Rao, Cengage Learning.

6. Additional Readings and References:

- Entrepreneurship (Indian Edition) Mc Graw Hill Education,

7. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	Quiz	20%	Surprise Quiz
2	Project/ Assignment/ Term Paper	10%	8
3	Mid Term Test	30%	6
4	End Term Test	40%	11

7.1 Quiz (10%)

There will be One class quizzes of 10 marks each. The average of quizzes/test will be considered for the purpose of evaluation against teacher's assessment component. The quizzes/test will be conducted at any time during the course is being run.

Group Project (20%)

Assignment 1: Assignment about Entrepreneurs to be distributed through fileserver

Assignment 2: B –Plan on an Innovative Idea Along with a video of an Elevator Pitch

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.

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.

8. Session Plan:

Session No.	Topics	Readings/ Chapter	Cases/Activities
1-3	Introduction to Entrepreneurship Stories of Successful Indian and World famous Entrepreneurs Chapter 1: The Revolutionary Impact of Entrepreneurship	Chapter 1 Prescribed Textbook	Discussion on Entrepreneurial Stories of Andrew Carnegie, Samuel Walton, Oprah Winfrey, Larry Ellisson, Jan Koum, Dhirubhai Ambani, Steve Jobs, Milton Hershey Caselet: Gazelle or Turtle ? Prescribed Textbook: Page 26 Week 2
4	Chapter 2: The Individual Entrepreneurial mind-set and personality The Dark Side of Entrepreneurship Entrepreneurial Stress and Entrepreneurial Ego	Chapter 2 Prescribed Textbook	Caselet: to Stay or to Go Page 53 Week 4
5	Chapter 3: Corporate Entrepreneurial Mindset Discuss methods of developing managers for corporate entrepreneurship Discuss the entrepreneurial process at Bharti Enterprise.	Chapter 3 Prescribed Textbook	Caselet: Positively Outrageous Leadership Page 80 Week 5

6-7	Chapter 5 : Creativity and Innovation Sources of Innovative ideas Components of creativity Creative Process How to develop creativity?	Chapter 5 Prescribed Textbook	Creativity exercise In Class from Powerpoint Presentation Caselet on Post It Notes Page 139 Week 7
8	Chapter 6: Methods to Initiate Ventures Acquiring an established venture Franchising & Licensing	Chapter 6 Prescribed Textbook	Caselets : 1. An Idea for the Dogs 2. Checking it out Page 170-171 Week 8
9.	Chapter 7: Legal Challenges to Entrepreneurial Ventures Patents, Copyrights, Trademarks, Trade Secrets Discuss the legal forms of organization— sole proprietorship, partnership, and corporation	Chapter 7 Prescribed Textbook	Caselets: 1. A Patent Matter 2. A Question of Incorporation Page 203 -205 Week 9
10	Discussion on Format of Business Plans	Chapter 12 Prescribed Textbook	Assignment1: Make a sample B-Plan document Assignment 2: Make a Small video on an Elevator Pitch of your B-Plan.

**Course Coordinator: Dr. Shriram A.
Purankar Date: September 16, 2019**



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17M11BHR03: Human Resource Management

Trimester II

September 23 – December 30, 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. Shantanu K Biswas.
Target learners:	MBA (2018-20 Batch), Trimester-II
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:	By Appointment

Phone: [9411101990](tel:9411101990)

Email ID: shantanuk.biswas@jiit.ac.in

2. Course Introduction

This intensive and highly interactive course focuses on providing a measurable knowledge of human resource management that helps management students to learn about the utilization of people resources to the best advantage. HRM involves the most effective methods available to managers for engaging their workforce to achieve goals that benefit the organization as well as the individuals. The focus of the course is on the various basic human resource practices like understanding the nature of HRM, Human Resource Planning, Recruitment, Selection, Training and Development and Career Management. Students will get insight into the crucial challenges, approaches and tools within these fields.

2. Course Objectives: The objectives of the course will be to develop an understanding an application of Human resource management techniques and practices. More specifically to impart :

- the importance of managing employees in emerging contexts
- the concepts of HR planning, job evaluation and compensation analysis, synthesis and evaluation of various techniques and practices.
- Understand the concepts of recruitment, selection, training and development, performance and compensation management, employee relations and succession planning.
- the role of HRIS in achieving a competitive advantage in maintaining the Human Resource.

3. Course Outcomes:

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

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Understand the significance of human resource planning, recruiting, selection processes, T&D, compensation and performance management.	3	2	1		1			2	3
Visualize and Identify challenges of managing people	3	3	3	2	3			2	3
Apply these concepts in overcoming the challenges	3	3	3	2	3	3			
Prepare the organization for facing the future HR challenges.	3	3	3	3	3	3	3		
Average	3	2.75	2.5	2.33	2.5	3	3	2	3

4. Text Book:

- Human Resource Management- K Aswathappa.Text and Cases.8th Ed. Mc Graw Hill

5. Additional Readings and References:

- Human Resource Management – John M. Ivancevich 11th Edition – McGraw Hill.
- Human Resource Management - Dessler and Varkkey, 11th Edition, Pearson Education.
- Human Resource Management- DeCenzo,Robbins,Verhulst.11th Ed. Wiley

6. Evaluation Details

a.	Teacher's Assessment	30% (Case Evaluation, Pres ,Projects)
b.	Mid-Term Test	30%
c.	End-Term Test	40%

7. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	Presentations	10%	3-9
2	Assignment	20%	7
3	Mid Term Test	30%	6
4	End Term Test	40%	11

7.1 Case Evaluation (20%)

Business cases will be assigned on regular basis based on the subjects covered in the course and evaluated. Presentation will also be done by students and discussed in class.

7.2 Class presentation, Project, Quiz (10%)

Students in groups will be assigned specific topics based on their course curriculum for presentation in class. Specific HR projects will also be assigned to students for judging their analytical skills and shall be evaluated. Quizzes will also be held in class and evaluated.

7.3 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.

7.4 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.

8. Session Plan:

Sessions / Page No.	Theme of the day	Lecture Topic	Text Book Chapter	Cases/Activities/Exercises/MOOC/Online resources/Videos
1-2 Page no 3-78	Understanding the nature & scope of Human Resource Management.	HRM functions and objectives, Personnel policies and principles, skills for HR professionals. HRM models, Job and careers in HRM. Integrating HR & business strategy.	.Chapter 1-3 Text book readings	Case: Enterprise builds on people.
3-5 Page no 99-137	Human resource planning	Factors affecting HRP, HR demand forecast & techniques, HR supply forecast. Job analysis process and purpose. Job design-approach, contemporary issues.	. Chapter 3-5. Additional readings	Case 2: Promoting the protégé. Case 3: Doing the Dirty work.
6-7 Page no 184-217	Recruiting Talent.	Recruitment process, Internal & External recruitments. Selection process and evaluation. Making selection effective.	Chapter 6-7 Text book readings Presentations.	Activity: Preparing recruitment advt. Preparing your resume.
8 Page no 253-324	Training and development	Orientation programme, Requisites of an effective programme. Training need assessment process and techniques. Designing training	Chapter 8. Project work.	Case 4: Travails of a Training Manager.
9 Page no 325-370	Appraising and Managing Performance.	Objectives of appraisal, Design appraisal programme. problems of rating. methods of performance appraisal. Performance Management and challenges.	Chapter 9 Additional readings	Case 4: Otis Elevator case.
11-13 Page no 395-465	Compensation Management.	Components of compensation, Factors influencing compensation. Nature of incentive payments. Employee benefits and services.	Chapter 11-13 Additional readings	Case 5: Determining Pay Raise.

17 Page no 564-588	Separations, Right sizing, Conflict,	Seperations- Voluntary,Invpoluntary.Rightsizing.Managi ng seperations.Workplace conflict.Discipline and its management.	Chapter 17 Textbook readings	Case 6 : Lakshmi mfg Co.
18 Page no 589-625	Industrial Relations, Disputes and Trade unions	Approaches and parties to IR.Factors affecting Employee Relations Stratwegy.Nature of disputes and settlement machinery.Mamnaging	Chapter 18 Presentations	Case7: Whose side are you on,Anyway?
19 Page nos 627-650	Labour Laws	Salient features of Industrial disputes Act,Payment of wages Act.Factories Act,Employees Compensation Act.Policy on Workplace Harassment of Employees.	Chapter 19 Bare Act	Case 8: Crisis Blown Over.
20 Page no 651-692	Managing Ethical Issues in Human Resource Managemrnt	Nature and source of ethics.Why is ethics important?Ethical issues in HRM.Managing ethics.	Chapter 20 Additional readings	Case 9: The Non-Plussed MBA student

Course Coordinator: Dr. Shantanu K Biswas

Date: Sept 18, 2019

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17M11BIS11 : Management Information Systems
Trimester II
September 23 – December 21, 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. Vishal Gupta
Target learners:	MBA (2019-21 Batch), Trimester-II
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, 3rd Floor
Meeting Time:	By Appointment
Phone:	0120 - 2400974 Ext 486
Email ID:	vishal.gupta@jiit.ac.in

1. Course Introduction

Developing and using Management Information Systems (MIS) effectively requires an understanding of the business organization, management and information technology. The overall objective of this course is to expose the student to the full range of management issues raised by information technology. After an overview of the conceptual foundations underlying all information systems, the course deals with MIS applications and covers specific types of information systems including decision support systems, executive information systems, expert systems, and office automation. MIS applications development is discussed, encompassing information resource planning, systems analysis, design, and implementation. The course covers the management, control and security of MIS resources, and societal and international issues. Students will gain an understanding of business concepts and develop skills in solving management problems using software.

2. Course Objectives

This course intends to make students aware of the concepts and application of Information technology and Systems. The broad objectives of this course are to familiarize students with:

- Fundamentals of Information Systems
- To understand the support of information system in key business functions.

- Data Communication , the internet , e-commerce and global information systems
- IS Development , Enterprise Systems
- Emerging Trends in Information Systems

3. Course Outcome

At the end of the course, the students shall develop the knowledge and skills to be able to

CO Code	CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C108.1	Understand the role of MIS in organizations for business strategy and competitive advantage	3	2	2	2	1	1	1	1	3
C108.2	Apply MIS use in functional areas, MSS and Intelligent Information Systems.	3	3	3	3	3	1	3	1	3
C108.3	Analyze issues relating to MIS management including system development and implementation and its impact on workplace, ethics and security	3	3	2	2	2	1	1	1	1
C108.4	Evaluate the issues related to managing Enterprise Systems and global information systems and aligning MIS with future technological developments of the information age.	3	3	3	3	3	1	3	1	1
C108	Average	3	2.75	2.5	2.5	2.25	1	2	1	2

4. Pedagogy

1. The course will involve a healthy balance of classroom discussion and experiential activities which will generally include a mixture of lectures and Research Project.

2. Papers will also be assigned during the semester, and instructor notes will be available.

3. Internet Sites

The following sites are very good gateways into the mass of resources available relating to Information Systems concepts and implementation issues.

<http://www.cio.in>

<https://www.dqindia.com/>

<http://www.ittoolbox.com>

<http://www.bitpipe.com>

<http://www.computerworld.com>

5. Text Book:

Core Textbook

Management Information Systems 11e

Ramesh Behl, James O'Brien, George Marakas, McGrawHill, 786 pages

6. Additional Readings and References:

- Management Information Systems, Laudon and Laudon, 15th Edition, Pearson
- Management Information Systems, 6th Edition by Paige Baltzan McGraw Hill
- IT for Management, Ramesh Behl McGrawHill
- Additional Case Studies

Additional Case Studies:

- How Toyota turns workers into problem solvers
- IT in IT – Income Tax Department
- The Silo lives!
- Unilever – a Case Study
- Open to Collaboration – Yes Bank
- Passage to Rural India – ICICI Bank
- Ready, Set, Go – Hyundai India
- Pumping IT up – HPCL
- Tearing Inventory down – HT Media
- Harvesting IT benefits – IFFCO
- Weathering Heights – HCC
- IT on Wheels – Maruti Udyog
- Creaming the Markets – Emami
- Creating a Shopper's Paradise – Shopper's Stop
- Dial IT for Integration – Bharti Airtel
- Insuring against Paper Pushing – HDFC Standard Life Insurance
- On the Right Track – Indian Railways
- Cures on a large Scale – Max Healthcare
- On e-wings and a network – Indian Airforce
- Customer Relationship Magic – Airtel
- Perfecting Its run up – ITC
- Making Way for new Technologies – Pantaloon Retail
- Innovation on Track – CRIS
- Hit the Suite Spot – Taj Group
- No more Queues – e-Seva

7. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	Research Project	20%	5
2	Quiz	10%	8
3	Mid Term Test	30%	6
4	End Term Test	40%	11

7.1 Research Project (20%)

7.2 Quiz (10%)

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 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 (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 should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

8. Session Plan:

Session	Theme of the day	Lecture Topics	Chapter/ Readings	Cases/Activities/ Exercises/MOOC/Online resources/Videos
1-2	<u>Information Systems Overview</u>	<ul style="list-style-type: none"> Information Systems in Daily Life The Fundamental Roles of 'IS' in Business Trends in Information Systems The Role of e-Business in Business 	Chapter 1	Case 1. eCourier pg. no. 4 Case2. Cablecom pg. no. 5 <i>Newspaper Article : Microsoft & other tech companies wage war on disease-carrying mosquitoes (TOI)</i>
3-4	<u>Foundation concepts: The components of information systems</u>	<ul style="list-style-type: none"> System Concepts: A Foundation What Is a System? Components of Information Systems Information System Resources Information System Activities Recognizing Information Systems 	Chapter 1	Case 3. Digital Disruption pg. no. 46
5-6	<u>Types of Information Systems</u>	<ul style="list-style-type: none"> Types of Information Systems Operations Support Systems Management Support Systems Other Classifications of Information Systems 	Chapter 1 & 6	Case 4. Spark Batteries Ltd pg. no. 52 Application exercises
7-9	<u>Intelligent Information Systems</u>	<ul style="list-style-type: none"> Decision Support Systems , DSS Components Online Analytical Processing , OLAP Examples Using Decision Support Systems , What-If Analysis, Sensitivity Analysis, Goal-Seeking Analysis Executive Information Systems , Features of an EIS, Enterprise Portals and Decision Support Enterprise Information Portals Knowledge Management Systems AI, Expert Systems , VR, RFID, QR Codes, Neural Networks 	Chapter 6	Case 5. Indian Distributors Ltd. pg. no. 334
10-11	<u>Security, Ethical and Societal Challenges of</u>	<ul style="list-style-type: none"> Ethical Responsibility of Business Professionals Technology Ethics Ethical Guidelines 	Chapter 11	Case 6. Ethics, Moral Dilemmas, and Tough Decisions: The Many Challenges of Working in IT

	<u>IT</u>	<ul style="list-style-type: none"> • Computer Crime Hacking and Cracking • Cyber-Theft , Cyber-terrorism , Unauthorized Use at Work , Software Piracy , Theft of Intellectual Property , Computer Viruses and Worms , Adware and Spyware • Cyber Security and Cryptography 		<p>pg. no. 689</p> <p><i>Newspaper Article : Digitization push has raised cyber crime risks: IIT study</i> <i>Newspaper Article: Cyber attacks becoming more sophisticated, brazen</i></p>
12-13	<u>Database Systems, Data Warehouse and Data Mart</u>	<ul style="list-style-type: none"> • Database management system • Database Structures • Types of Databases • Data Warehouses, Data Marts and Data Mining • Big Data 	Chapter 8	<p>Case 7. Applebee’s, Travelocity, and Others: Data Mining for Business Decisions <i>Newspaper Article : Not just friends, taxmen too checking out FB holiday pics</i></p>
14-15	<u>Managing Enterprise Systems And Global Information Systems</u>	<ul style="list-style-type: none"> • Managing at the enterprise level • Customer Relationship Management: the Business focus • Enterprise Resource Planning: the Business Backbone • Supply Chain Management: the Business network 	Chapter 4	<p>Case 8. NetSuite Inc., Berlin Packaging, Churchill Downs, and Others: The Secret to CRM is in the Data pg. no. 195</p>
16-17	<u>Business Applications: E-Commerce & E-Governance</u>	<ul style="list-style-type: none"> • e-Commerce Fundamentals • Introduction to e-Commerce, The Scope of e-Commerce • e-Commerce Technologies, Categories of e-Commerce • Electronic Payment Processes • e-Commerce applications and issues 	Chapter 5	<p>Case 9. LinkedIn, Umbria, Mattel, and Others: Driving the “Buzz” on the Web pg. no. 219</p>
18-20	<u>Developing IS Solutions</u>	<ul style="list-style-type: none"> • Systems Analysis and Design • The Systems Development Life Cycle • Feasibility Studies, Systems Analysis, Organizational Analysis, Analysis of the Present System, Functional Requirements Analysis and Determination • System Development Methodologies , Waterfall Model, Prototyping, Incremental, Spiral, Rapid Application Development (RAD), Agile Method • Implementing Information Technology • End-User Resistance and Involvement, Change Management 	Chapter 10	<p>Case 10. JetBlue Airways, WestJet Airlines, and Others: The Difficult Path to Software Upgrades pg. no. 586</p>

Course Coordinator: Dr. Vishal Gupta

Date: September 23, 2019



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17M11BMM12: Marketing Management II Trimester II **September - December, 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 advance.

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

1. Course Introduction

Marketing is an integral part of any business. The function of marketing interfaces the organisation with its customers and markets. This in turn helps the organisation to understand the consumer needs, create products and services and exchange them in a sustainable and perpetual manner. Marketing is growing in importance in an ever outsourced modern world, where companies can outsource all their functional activities except marketing. This is the second part of the compulsory course on marketing, therefore, the objective of the course is to familiarize the participants with the basic concepts and principles of marketing, and help them in understanding the basic marketing concepts.

2. Course Objective

- Being aware about conceptual framework, covering advanced elements of the marketing mix
- Knowing about Globalisation of marketing for organisational growth
- Understanding the marketing environment
- Learn about Marketing information system and marketing research
- To be aware about strategic issues in marketing for competitiveness.

3. Learning Outcome

CO Code	CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
C110.1	Understand the various advanced concepts of marketing management.	3			2					3
C110.2	Develop marketing strategies using various marketing techniques.	3	3	3	1	1	1			
C110.3	Analyse recent developments in marketing domain.	3	2	3	2	1		2		
C110.4	Evaluate the marketing plans with reference to business environment.	3	3	3	2	1	1			
C110	Average	3	2.7	3	1.8	1	1	2	### #	3

4. Pedagogy

The course will be a blend of lectures, presentations, case discussion, class assignments and group research projects. The following are expected from students who are attending the course

- Students will be required to do extensive reading of business newspapers and business journals and also use Internet information sources.
- Students will also be required to go through prescribed readings and case studies.
- Each student will be required to work independently as well as in a group to conduct research assignment, class presentations and case studies.
- Students will undertake research projects after project parameters have been discussed and mutually agreed up on with the faculty only.

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, Kumar A, Meenakshi N, 2nd edition, Vikas Publications

Marketing Management: Planning, Implementation and Control, Sinha, Baines, Fill, Page, Oxford University press

Positioning: The Battle For Your Mind, Al Ries, 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	Research Project (Group)	10%	10
2	Assignment/ Quiz	20%	2/7
3	Mid Term Test	30%	6
4	End Term Test	40%	11

7.1 Quiz (20%)

There will be two /three class quizzes/tests of 5 marks each. The average of quizzes/test will be considered for the purpose of evaluation against teacher's assessment component. The quizzes/test will be conducted at the end of 4th and 8th week.

Individual /Group Project (10%)

Students have to make a group of 5 or 6 students of their class and need to identify a case representing a violation of service rules, latest by the second week of the course. Course coordinator will facilitate in guiding for 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 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.

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.

Session Plan

Session	Session theme	Coverage	Text Book Chapter	Cases/Exercises
1-2	Developing Marketing Strategies and Plans	<ul style="list-style-type: none"> • Marketing and Customer Value • The Value Delivery Process • The Value chain • A Holistic marketing Orientation and Customer value • The Central role of strategic planning • Corporate and division strategic planning • Corporate Mission, SBUs, assessing growth opportunities • Marketing Innovation 	Developing Marketing Strategies and Plans	Case Study 1. Emirates Page 59 Discussion Sample Marketing Plan: Pegasus Sports International Page 61
3-4-5	Scanning the Marketing Environment, Forecasting Demand, and Conducting Marketing Research	<ul style="list-style-type: none"> • Components of a Modern Marketing Information System • Sales Information Systems, Databases, Data Warehousing and Data mining • Marketing Intelligence • Analyzing the Macro environment • Forecasting and Demand Measurement • The Marketing Research System • The Marketing Research process • Measuring Marketing productivity 	Scanning the Marketing Environment, Forecasting Demand, and Conducting Marketing Research	Case Study 2. Microsoft Page 129 3. IDEO Page 159
6-7	Creating Customer Value and Customer Relationships	<ul style="list-style-type: none"> • Building Customer Value, Satisfaction and Loyalty, Maximizing Customer Lifetime Value • Cultivating Customer Relationships • Customer Databases and Database Marketing 	Creating Customer Value and Customer Relationships	Case Study 4. Harley Davidson Page 98
8-9	Creating Brand Equity	Creating Brand Equity <ul style="list-style-type: none"> • What is Brand equity • Building Brand Equity • Measuring Brand Equity • Devising a Brand Strategy • Customer Equity 	Creating Brand Equity	Case Study 5. Proctor & Gamble Page 360
10-11	Designing and Managing Services	<ul style="list-style-type: none"> • The nature of services The new services realities • Achieving excellence in services • Differentiating Services • Managing product support services 	Designing and Managing Services	Case Study 6. Club Med Page 459
12-13-14	Digital Marketing	<ul style="list-style-type: none"> • Electronic and Digital marketing • Marketing's Digital evolution • Internet advertising • Structural properties of digital resources 	Digital Marketing	Discussion New Technology and marketing
15-16-17	Introducing new marketing offerings	<ul style="list-style-type: none"> • New product options • Challenges in new product development • Organisational arrangements • Managing the development process • The consumer adoption process 	Introducing new marketing offerings	Case Study 7. Apple Page 495

18-19-20	Managing a Holistic Marketing Organization for the Long Run	<ul style="list-style-type: none"> • Trends in Marketing Practices • Internal Marketing • Relationships with other departments • Building a creative marketing organization • Socially responsible marketing • Marketing implementation and control • The future of marketing 	Managing a Holistic Marketing Organization for the Long Run	Case Study 8. Starbucks Page 747

Course Coordinator: Dr. S. Suresh Date: September, 2019



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17M11BOM11: Quantitative Methods for Decision Making (QMDM)

Trimester II

September 23 – December 21, 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:	Prof. Kalyan Samaddar
Target learners:	MBA (2019-21 Batch), Trimester-II
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, 4th Floor
Meeting Time:	By Appointment
Phone:	0120 - 2400974 Ext 477
Email ID:	kalyan.samaddar@jiit.ac.in

1. Course Introduction

2. Today's business environment is characterized by the term VUCA – Volatile, Uncertain, Complex and Ambiguous. However, business cannot run without planning for the future; many decisions have to be made today to prepare the organisation for tomorrow. In this course, we will learn how to make business decisions under various circumstances and what method is more appropriate for a particular situation.

2. Course Objective

The learning objective of this course:

- Understand the concept of decision making in business in today's VUCA business environment.
- Understand various models the historic development and evolution of the area in a span of just 4 decades.
- Understand the concept of modeling in solving business problem and accordingly make business decision.
- Learn about various methodologies and models for solving various business situations.

- e. Learn how to develop a particular model, how to apply the model and how to further fine-tune the model to improve accuracy in decision making.

3. Course Outcome

At the end of this course, students will:

CO Code	Description	BTL	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C115.1	Understand key concepts, theories, models and tools used in operations research in both manufacturing and service sectors.	2	3	1	2	2	0	1			3
C115.2	Apply key concepts, theories, models and tools used in operations research into real life business situations.	3	3	2	3	2	1	2			3
C115.3	Analyse specific operations research related business issue and devise a strategy and action plans.	4	3	2	3	2	1	2			
C115.4	Assess various strategic options in operation research such as game theory, decision tree, queing theory and various models.	5	3	2	3	2	1	2			
C115.5	Develop right strategy and practical solutions to modern day business challenges.	6	3	2	3	2	1	3	1		3
C115	Average	3.00	3	1.8	2.8	2	0.8	2	1		3

4. Pedagogy

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

5. Text Book:

1. Introduction to Operations Research by Frederick S Hillier, Gerald J Lieberman, Bodhibrata Nag and Preetam Basu – Latest edition
2. Operations Research – Theory and Applications by J K Sharma – Latest edition

6. Additional Readings and References:

1. Operations Research by Prem Kumar Gupta and D S Hira
2. Quantitative techniques in Management by N D Vohra
3. Operations Research by Hamdy A Taha
4. Operations Research – Algorithms and Applications by Rathindra P Sen

7. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	Mid-Term Exam	30	4
2	Case Analysis & Discussion	10	Across the term
3	Mini Project	20	8
4	End-Term Exam	40	11

Mid-Term Exam (30%)

Mid-Term Exam will be based on class discussion, lectures, power points and assigned chapters in the text book. This will be a 'closed book' descriptive and problem solving questions based test on concepts and application. 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.

Case Analysis (10%)

The students will be divided into groups and are required to submit the handwritten write up on the cases distributed in the class. The analysis should be based on the objective and the logical assessment of the issues rose in the case studies.

Mini Project (20%)

Students have to make a group of 5 or 6 students of their class and need to submit a brief write up of the topics earmarked to the concerned Group. Then each Group will have to submit the full detailed write up on the same topic during the 8th week of the trimester – II positively. **Topics for the Project will be uploaded on the Fileserver 2 (QMDM Folder).**

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' 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.

8. Session Plan:

Session No.	Topics	Learning Objectives	Readings	Cases/Activities/ Exercises
1-2	Introduction to the Field	History and development in the area	Ch 1 (JK Sharma)	
3	Introduction to Modeling	Understand how to frame business issues into mathematical modeling.	Ch 2 (Hillier) Class Notes	
4-5	Linear Programming	How to solve models using linear programming method	Ch 3 (Hillier) Ch 2 & 3 (JK Sharma)	
6	Simplex Method	How to solve relatively complex models using simplex method	Ch 4 (Hillier) Ch 4 (JK Sharma)	
7-8	Goal Programming	Understand how to maximise or minimise under multiple objectives and constraints.	Ch 8 (JK Sharma)	

9-10	Decision Theory	How to systematically make decision under uncertain condition to minimise loss or to maximise gain	Ch 16 (Hillier) Ch 11 (JK Sharma)	
11-12	Game Theory	How different players in the market behave during competition and how to maximise gain or minimise loss for an organisation	Ch 15 (Hillier) Ch 12 (JK Sharma)	
13-14	Queuing Theory	Queuing is a big issue, at one side it causes inconvenience and on the other side, this inefficiency in the system causes various losses. How different approach can minimize the problem or it's impacts.	Ch 17 (Hillier) Ch 16 (JK Sharma)	
15-16	Sequencing Problem	A right sequencing makes process smoother and a slight mistake can cause major bottleneck. How to plan and implement appropriate sequencing order?	Ch 20 (JK Sharma)	
17-18	Transportation Problems	How to plan transportation to optimize cost and resources and maximize utilization?	Ch 9 (Hillier) Ch 9 (JK Sharma)	
19-20	Simulations	In simulation, student will learn various 'what-if' models so that they can analyse various possible scenarios and select the best possible solution.	Ch 20 (Hillier) Ch 19 (JK Sharma)	
21-22	Recap	Revisit the entire course and highlight important aspects		

Course Coordinator: Prof. Kalyan Samaddar Date: September 21, 2019



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17M11BOM12: Operations Management (OM) Trimester II September 23 – December 21, 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:	Prof. Kalyan Samaddar
Target learners:	MBA (2019-21 Batch), Trimester-II
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, 4th Floor
Meeting Time:	By Appointment
Phone:	0120 - 2400974 Ext 477
Email ID:	kalyan.samaddar@jiit.ac.in

1. Course Introduction

Any business is about delivering a product or service to the customer. Undoubtedly, an excellent product makes the customer happy. However, the overall experience of getting the product delights the customer. Operations play a crucial role in producing the product effectively and efficiently and also to deliver the product to the end customer and providing necessary services to delight the customer. Operations Management is principally about the design and management of the processes, resources and control systems required, to deliver goods and services at the desired level of quality, most cost effectively.

In this course we will broadly cover the vast perimeter of operations management, how different concepts are aligned and integrated to provide smooth operations. We will also closely evaluate various challenges in operations management and also various innovations to overcome those challenges.

2. Course Objective

The learning objective of this course:

- How every organization transforms, through processes, a variety of inputs into products?
- To develop both quantitative and qualitative skills for managing operating systems.

- c. To analyze business process to uncover problems and improvement opportunities.
- d. To introduces quality and productivity improvement methodologies, tools, design and implementation of the above tools and techniques for continuous improvement systems in the organizations.

3. Course Outcome

At the end of this course, students will:

CO Code	Description	BTL	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C111.1	Understand key concepts, theories, models and tools used in operations management in both manufacturing and service sectors.	2	3	1	2	2		1			3
C111.2	Apply key concepts, theories, models and tools used in operations management into real life business situations.	3	3	2	3	2	1	2			3
C111.3	Analyse specific operations related business issue and devise a strategy and action plans.	4	3	2	3	2	1	2			
C111.4	Assess various strategic options in operations in terms of location, process flows, layout, and operations model.	5	3	2	3	2	1	2			
C111.5	Develop the right strategy and practical solutions to modern day business challenges.	6	3	2	3	2	1	3	1		
C111	Average	3.00	3	1.8	2.8	2	1	2	1	0	3

4. Pedagogy

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

5. Text Book:

1. Operations Management by William J Stevenson; Indian edition, 12e. The McGraw Hill Companies, New Delhi.

6. Additional Readings and References:

- a. Mahadevan B, "Operations Management – Theory and Practice", (2007), Pearson Education South Asia.
- b. Aswathappa K, "Production & Operation Management" (2006), Himalaya Publications Ltd. New Delhi.
- c. Chase Richard B, Jacobs F Robert & Agrawal Nitin K: "Operation Management – For Competitive Advantage" Latest Edition, The McGraw Hill Companies, New Delhi.

7. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	Mid-Term Exam	30	4
2	Case Analysis & Discussion	10	Across the term
3	Mini Project	20	8

4	End-Term Exam	40	11
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Mid-Term Exam (30%)

Mid-Term Exam will be based on class discussion, lectures, power points and assigned chapters in the text book. This will be a 'closed book' descriptive and problem solving questions based test on concepts and application. 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.

Case Analysis (10%)

The students will be divided into groups and are required to submit the handwritten write up on the cases distributed in the class. The analysis should be based on the objective and the logical assessment of the issues rose in the case studies.

Mini Project (20%)

Students have to make a group of 5 or 6 students of their class and need to submit a brief write up of the topics earmarked to the concerned Group. Then each Group will have to submit the full detailed write up on the same topic during the 8th week of the trimester – II positively. **Topics for the Project will be uploaded on the Fileserver 2 (OM Folder).**

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' 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.

8. Session Plan:

Session No.	Topics	Learning Objectives	Readings	
				ArcelorMittal and Singapore Changi Airport Ginger Hotel – Source - Nomadix Internet Access Gateway Week 1
1	Introduction to the Field	1. Operations Management 2. Why Study Operations Management? 3. Transformation Processes Defined 4. Operations as a Service 5. The Importance of Operations Management 6. Historical Development of OM 7. Current Issues in OM	Ch. 1	IKEA – Source - international supply chain management – bsb20123-7 week 1
2	Operations Strategy & Competitiveness	1. Operations Strategy 2. Competitive Dimensions 3. Order Qualifiers and Winners 4. Strategy Design Process	Ch – 2	Harvard Case Study – Mahindra & Mahindar – Creating Scorpio Week 2

		5. A Framework for Manufacturing Strategy 6. Service Strategy Capacity Capabilities 7. Productivity Measures		
3-4	Product Design & Service Design	1. Product Development Process 2. Economic Analysis of Development Projects 3. Designing for the Customer 4. Design for Manufacturability	Ch - 4	Designing an Efficient Production System A Case Study of clothing industry – Source - International Journal of Engineering Business Management – Week 2
5-6	Process Design	1. Process Analysis 2. Process Flowcharting 3. Types of Processes 4. Process Performance Metrics	Ch - 6	Videos of different Manufacturing Processes – Source Youtube – Week 3
7	Manufacturing Process Selection & Design	1. Process Selection 2. Types of Processes 3. Process Flow Structures 4. Product – Process Matrix	Ch - 6	Video Sharing by Singapore Changi Airport Customer Service – Source Youtube – Week 3
8	Service Process Selection & Design	1. The Nature of Services 2. Service Strategy: Focus & Advantage 3. Service-System Design Matrix 4. Service Blueprinting	Ch - 6	Maruti new plant location The Slow Death of Kanpur's Leather Economy And UP's Job Crisis – Source News Articles - – Week 4
9-10	Facility Location	1. Starbuck's General Approach to Site Selection 2. Issues in Facility Location 3. Plant Location Methods	Ch - 8	Ivey – The Mongolian Grill – Source – Richard Ivey Business School – Week 4
11-12	Facility Layout	1. Basic Production Layout Formats 2. Process Layout 3. Product Layout 4. Group & Fixed Position Layout 5. Office Layout	Tech. note - 6	Maruti MG Hector Kia Motors Seltos - Source News Articles - – Week 5
13-14	Capacity Planning and Management	1. Strategic Capacity Planning Defined 2. Capacity Utilization & Best Operating Level 3. Economies & Diseconomies of Scale 4. The Experience Curve 5. Capacity Focus, Flexibility 6. Capacity Planning 7. Determining Capacity Requirements 8. Decision Trees 9. Capacity Utilization & Service Quality	Ch - 5	Tata Nano Source News Articles - – Week 5
15-16	Sales & Operational Planning	1. Sales and Operations Planning 2. The Aggregate Operations Plan 3. Aggregate planning Techniques	Ch - 11	Harvard Case Study – Cisco \$2.5B Inventory Write-off – Week 6
17-18	Inventory	1. Inventory System Defined	Ch - 13	Latest innovation

	Management	<ul style="list-style-type: none"> 2. Inventory Costs 3. Independent vs. Dependent Demand 4. Single-Period Inventory Model 5. Multi-Period Inventory Models 6. Basic Fixed-Order Quantity Models 7. Multi-Period Inventory Models 8. Basic Fixed-Time Period Model 9. Miscellaneous Systems and Issues 		videos – Source Youtube – Week 7
19	Technology in Operations	<ul style="list-style-type: none"> 1. Evolution of ERPs 2. CRM, SRMs 3. Advanced technologies 	Ch - 12	Class discussion – Week 7
20	Operations Scheduling	<ul style="list-style-type: none"> 1. Work Center Defined 2. Typical Scheduling and Control Functions 3. Job-shop Scheduling 4. Examples of Scheduling Rules 	Ch - 16	ArcelorMittal and Singapore Changi Airport Ginger Hotel – Source - Nomadix Internet Access Gateway Week 1

Course Coordinator: Prof. Kalyan Samaddar Date: September 21, 2019