



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

12MCGM06: Business & Corporate Laws **Trimester III** **January 06- April 03, 2020**

Course Outline

Course Credit:	3
Learning Facilitator:	GOPAL KRISHNA AGARWAL
Target learners:	MBA (2019-21 Batch), Trimester-III
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II
Meeting Time:	By Appointment
Phone:	0120 - 2400974 Ext 475
Email ID:	gk.agarwal@jiit.ac.in

1. Course Introduction

Businesses operate within the framework of various commercial and business laws. Breaching these laws attract heavy penalties both financial and others which affects the bottom line, the reputation and working atmosphere of an

organization. Business managers are supposed to be handy with the basics as well as advanced business law provisions to run business smoothly. They also need to know the alarmingly increased complexities of legal provisions to be fair to themselves as well as the other parties. Starting a business, competing with others, protecting consumer interests, e-commerce legal complications, negotiable instruments characteristics, legality in selling the goods, agency provisions, contractual obligations, corporate laws are some of the issues which are going to be addressed in this paper so that students may be abreast of latest legal provisions of business world to start a business and run it or serve a business smoothly within the framework of law.

2. Course Objective

The purpose of the delivery of this course is to make students knowledgeable of the provisions of various laws and their applicability to various businesses and the companies in particular as well as to business transactions. Further, within the framework of legal provisions the objective is also to make the students learn how to plan and run various business activities which may be allowable in the interest of business environment. Day today business transactions also attract various business laws which are also important to be learnt for smooth business operations.

3. Course Outcome

After this course, students will:

CO Code	Description	BTL	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	Interpret business and commercial laws.	2	3	3	3						2
2	Apply business and commercial laws in day-to-day business activities.	3	3	3	3	2					
3	Examine business problems in legal context.	4	3	3	3						
4	Evaluate the application of business and commercial laws in current business environment.	5	3	3	3	3					

4. Pedagogy

The course will involve a healthy balance of classroom discussion on business and corporate laws with legal pronouncements by various learned courts. This will be supplemented by the current information through latest reported cases to learn the law in current business environment. Students will also be required to join Mooc on Corporate Law and a part of internal assessment will be done on evaluating the progress of students in Mooc.

5. Text Book:

Business Legislation for Management ; MC Kuchhal & Vivek Kuchhal
Vikas Publishing; 5th edition

6. Additional Readings and References:

1. Mercantile Law by S S Gulshan, Publisher Excel Books, New Delhi, latest edition
2. Taxmann's Corporate Laws, latest edition

7. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative week of completion with tentative dates
1	Quiz	15%	4 (7 th Feb/ 21 st Feb)
2	Class test/ Mooc presentation	15%	9 (9 th Mar/ 28 th Mar)

3	Mid Term Test	30%	6
4	End Term Test	40%	11

7.1 Quiz (15%)

There will be a class quiz to be conducted by 4th week of the trimester on the basics of various laws taught till then.

7.2 Class Test/ Mooc presentation by students in groups (15%)

A class test/ Project either will be given in or before 9th week of the trimester to assess the knowledge acquired and its application relating to various business laws taught till then or presentation on Mooc will be done by students in groups.

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 legal issues based exam on concepts and application. No class notes, textbook or help-sheets would be in possession of the students and they will not illegally access it through any other media during the exam. Any violation will attract 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 would be in possession of the students and they will not illegally access it through any other media during the exam. Any violation will attract disciplinary action.

8. Session Plan:

Session	Session Theme	Topic Coverage	Text Book Chapter/page	Cases/Activities/ Exercises/ videos/ Mooc/ Guest lecture
1	Introduction	Meaning and nature of law, why and how law, brief introduction of various laws and their relevance to the study of management course	Lecture notes Ref. books	Lecture delivery Mooc on Corporate Law to be registered by students Groups of students to be formed and progress reviewed based on group presentations
2, 3, 4	Contract Act	Nature, Kinds and Essentials of a contract	3-45	Lecture delivery
5,6	Contract Act	Void contracts, discharge of contracts and remedies for breach of contracts	46-74	Lecture delivery, class discussion, exercises from book
7,8	Indemnity, Guarantee, Bailment, Pledge and Agency	Legal provisions of contracts of indemnity, guarantee, bailment, pledge and agency	82-106	Lecture delivery, class discussion, Exercises from book Review the progress of Mooc
9	Negotiable	Nature, kinds and parties to	230-261	Lecture delivery,

	Instrument Act	negotiable instruments, negotiation and endorsement, dishonor and discharge, bouncing of instruments		class discussion, exercises from the book video
10	Sale of Goods Act	General principles, conditions and warranties, transfer of property and title in goods, performance of contract, rights of unpaid seller	126-183	Lecture delivery, class discussion, exercises from the book
11,12	Limited Liability Partnership Act profession	Nature, incorporation, partners and their relation, contribution, assignment and transfer of partnership rights	160-212	Lecture delivery, class discussion, exercises from the book video
13,14,15	Companies Act	Definition, kinds, formation, issue of shares and share capital, management meetings	355-504	Lecture delivery, class discussion, exercises from the book Guest lecture
16	Companies Act	Winding up of companies	562-572	Lecture delivery, class discussion, exercises from the book Group presentation on Mooc
17	Competition Act	Prohibition of competitive agreements, dominant positions, regulation of combination, competition Commission and penalties	632-655	Lecture delivery, class discussion, exercises from the book video
18	RTI	Right to information and obligation of public authorities, penal provisions	Class notes	Lecture delivery, class discussion, exercises from the book
19	Consumer Protection Act	Law, applicability and its importance for business	video	Lecture delivery, class discussion Live case discussed video
20	Consumer Protection Law	Law, applicability and its importance for business	298-323	Class discussion

Course Coordinator: Prof. G.K. Agarwal

Date: January 06, 2020

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A-10, Sector 62, NOIDA, 201 307 India

MBA 2019-21 Batch
Trimester –III
January – March 2020

Course Code : 12MEMM28
Course Title : Consumer Behaviour
Course Credit : 3
Name of the Faculty : S. Suresh
Email ID : s.suresh@jiit.ac.in

1. Course Introduction

This course focuses on learning key concepts, skills, applications, analysis and marketing strategy development related to the influences on consumer behavior including consumer decision making process.

2. Course Objective

- To provide an understanding of factors influencing Consumer behavior.

- To help understand the Consumer decision making process.
- To appreciate the impact of consumer behavior on Marketing Decisions.

3. Course Outcomes

Course Name & Code	CO Code	CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Consumer Behaviour: 17M12BMM18	C153.10.1	Comprehend concepts of consumer behaviour with real life and reflect upon the decision problems and the need for societal marketing and marketing ethics in building a customer centric business.	3	2	1	1	1				3
	C153.10.2	Apply concepts of consumer behavior for solving business problems.	3	3	3	2	1		1		3
	C153.10.3	Examine situations related to consumer decision making and consumption processes.	3	3	3	1	2	1			
	C153.10.4	Design marketing strategies based on consumer knowledge and research.	3	3	3	3	3	2	3		3
	C153.10	Average	3	2.75	2.5	1.75	1.75	1.5	2	#DIV/0!	3

4. Text Book: Del I Hawkins, David L Mothersbaugh, Amit Mukherjee “Consumer Behaviour – Building Marketing Strategy”, Latest Edition, McGraw Hill.

Additional Readings and References:

- Ramanuj Majumdar, “Consumer Behaviour- Insights from Indian Market”, PHI Learning Private Ltd.” 2010
- Schiffman L. G., Kanuk L.L., “ Consumer Behaviour”, Prentice Hall of India

5. Evaluation Details

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

Teacher’s Assessment

Quiz (10%)

There will be a quiz of 10 marks after first 2 weeks.

Assignment (10%)

There will be assignments of 10 marks on conceptual and practical aspects of CB.

Project (10%)

Students have to make a group of 4 or 5 students of their class and need to identify a project, latest by the third week of the course. Faculty 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 faculty in the class.

6. Session Plan

Session No.	Topics	Readings	Cases/Activities/ Exercises
1	Consumer Behaviour & Marketing Strategy		
	<ul style="list-style-type: none"> • Applications of Consumer Behavior • Marketing Strategy and Consumer Behavior • Model of Consumer Behaviour • Consumer Behaviour in Digital Era – Application of AI and Big Data 	<p>Consumer Behaviour-Building Marketing Strategy, Del I. Hawkins, David L Mothersbaugh, Amit Mukherjee, McGraw Hill</p> <p>Consumer Behaviour-Insights from Indian Market, Ramanuj Majumdar, Prentice Hall of India, 2010 edition, Chapter 12</p>	<p>Exercise: Students to interview the Marketing Manager of a Retail Firm. Students to find out this individual develops the Marketing Strategy</p>

Analytics

Consumer Behaviour, Roger D.
Blackwell, Paul W. Miniard, James
F. Engel, 10th edition, 2007 reprint,
Chapter 1

2	Demographics & Social Stratification		
	<ul style="list-style-type: none"> • Age distribution • Household size • Geographic Regions • Urban/Rural Composition • Measuring Social Status • Positioning based on Social Class 	<p>Consumer Behaviour-Insights from Indian Market, Ramanuj Majumdar, Prentice Hall of India, 2010 edition, Chapter 12</p> <p>Consumer Behaviour-Building Marketing Strategy, Del I. Hawkins, David L Mothersbaugh, Amit Mukherjee, McGraw Hill</p> <p>Consumer Behaviour, Roger D. Blackwell, Paul W. Miniard, James F. Engel, 10th edition, 2007 reprint, Chapter 11</p>	<p>Exercise : Students to develop multi item index scales to place sportsmen, film actors and politicians</p>
3	Motivation and Emotions		
	<ul style="list-style-type: none"> • Theories of Motivation • Role of Motives in guiding behaviour • Emotions and Marketing Strategy 	<p>Consumer Behaviour-Insights from Indian Market, Ramanuj Majumdar, Prentice Hall of India, 2010 edition, Chapter 6</p> <p>Consumer Behaviour-Building Marketing Strategy, Del I. Hawkins, David L Mothersbaugh, Amit Mukherjee, McGraw Hill</p>	<p>Exercise: Students to select a product of interest and use motivation research techniques to determine the latent purchase motives for five of their classmates (consumers).</p>
4	Personality		
	<ul style="list-style-type: none"> • Personality Related Consumer Issues • Use of Personality in Marketing Practice • Brand Personality 	<p>Consumer Behaviour-Building Marketing Strategy, Del I. Hawkins, David L Mothersbaugh, Amit Mukherjee, McGraw Hill</p> <p>Consumer Behaviour-Insights from Indian Market, Ramanuj Majumdar, Prentice Hall of India, 2010 edition, Chapter 6</p>	<p>Exercise : Students to do an exercise to describe the brand personality of the following brands : Lifebuoy, Bajaj Pulsar, Tajmahal Tea, Archie's Cards</p>
5	Self Concept and Life- Style		
	<ul style="list-style-type: none"> • Possessions and extended self • Using Self Concept to position products • VALS System • International Lifestyles 	<p>Consumer Behaviour-Building Marketing Strategy, Del I. Hawkins, David L Mothersbaugh, Amit Mukherjee, McGraw Hill</p> <p>Consumer Behaviour-Insights from Indian Market, Ramanuj Majumdar, Prentice Hall of India, 2010 edition, Chapter 6</p>	<p>Discussion of the case: Revlon for Men (Consumer Behaviour-Building Marketing Strategy, Del I. Hawkins, Roger J. Best, Kenneth A. Coney, Amit Mukherjee, Tata McGraw Hill, 2007 edition, page 504-507)</p>

6	Perception		
	<ul style="list-style-type: none"> • Complexities in Consumer Perception • Perception about price, color, quality • Perceptual Mapping • Brand Positioning 	<p>Consumer Behaviour-Insights from Indian Market, Ramanuj Majumdar, Prentice Hall of India, 2010 edition, Chapter 3</p> <p>Consumer Behaviour, Leon G. Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar, Pearson Education, 10th edition, 2010, Chapter. 6</p>	<p>Exercise: Students to visit the websites of the following and describe the firms efforts to foster brand communities – Harley Davidson, Macintosh, Suzuki India</p>
7	Consumer Learning		
	<ul style="list-style-type: none"> • Learning Theories • General Characteristics of learning • Consumer Learning • Experiential Marketing 	<p>Consumer Behaviour-Insights from Indian Market, Ramanuj Majumdar, Prentice Hall of India, 2010 edition, Chapter 5</p> <p>Consumer Behaviour-Building Marketing Strategy, Del I. Hawkins, David L Mothersbaugh, Amit Mukherjee, McGraw Hill</p>	<p>Exercise: Students to find a recent brand extension that she feels will be successful and one that she feels will fail. She is to explain each of her choices.</p>
8	Influencing Attitudes		
	<ul style="list-style-type: none"> • Attitude Components • Consumer attitude Change Strategies • Models of attitude formation 	<p>Consumer Behaviour-Building Marketing Strategy, Del I. Hawkins, David L Mothersbaugh, Amit Mukherjee, McGraw Hill</p> <p>Consumer Behaviour-Insights from Indian Market, Ramanuj Majumdar, Prentice Hall of India, 2010 edition, Chapter 4</p> <p>Consumer Behaviour, Leon G. Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar, Pearson Education, 10th edition, 2010, Chap. 8</p>	<p>Exercise: Multi attribute attitude model to be used by the students to assess around 10 of their classmates' attitude towards fast food restaurant brands.</p>
9	Influence of Culture		
	<ul style="list-style-type: none"> • Language and Symbols • Customs and beliefs • Measurement of culture • Indian core values & Changing cultural trends 	<p>Consumer Behaviour, Leon G. Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar, Pearson Education, 10th edition, 2010, Chap. 2, Chapter 11</p> <p>Consumer Behaviour-Building Marketing Strategy, Del I. Hawkins, David L Mothersbaugh, Amit Mukherjee, McGraw Hill</p>	<p>Exercise : Using www. a brief report to be prepared by the students on the following as a market for DVD players: Malaysia, Italy, Brazil, Egypt. Addresses for all the website visited to be given by the students.</p>

10	Households and Family Influences		
	<ul style="list-style-type: none"> • Household as a Consumption unit • Family Life Cycle Influences on Consumption Patterns • Roles of household members in the consumer decision process 	<p>Consumer Behaviour-Insights from Indian Market, Ramanuj Majumdar, Prentice Hall of India, 2010 edition, Chapter 15</p> <p>Consumer Behaviour, Leon G. Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar, Pearson Education, 10th edition, 2010, Chapter 10</p>	<p>Exercise: Students to determine the influence of each of the family members on the following products for child use – Toothpaste, Snacks, Major toys, Television</p>
11	Group influences		
	<ul style="list-style-type: none"> • Brand Communities • Nature of Reference Group Influence • Communication within groups and Opinion leadership • Diffusion of Innovations 	<p>Consumer Behaviour-Building Marketing Strategy, Del I. Hawkins, David L Mothersbaugh, Amit Mukherjee, McGraw Hill</p> <p>Consumer Behaviour-Insights from Indian Market, Ramanuj Majumdar, Prentice Hall of India, 2010 edition, Chapter 8</p>	<p>Exercise: Students to find two advertisements and describe the type of reference group and the type of influence being used.</p>
12	Situational Influences		
	<ul style="list-style-type: none"> • Communication Situation • Purchase, usage and disposition situation • Ritual Situations 	<p>Consumer Behaviour-Building Marketing Strategy, Del I. Hawkins, David L Mothersbaugh, Amit Mukherjee, McGraw Hill</p> <p>Consumer Behaviour-Insights from Indian Market, Ramanuj Majumdar, Prentice Hall of India, 2010 edition, Chapter 10</p> <p>Consumer Behaviour, Leon G. Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar, Pearson Education, 10th edition, 2010, Chapter 14</p>	<p>Exercise: Students to interview a salesperson for the following products and determine the role of situational factors in his sales : (i) Life Insurance (ii) Jewelry</p>
13	Problem Recognition		
	<ul style="list-style-type: none"> • Types of Consumer Decisions • Process of Problem Recognition • Discovering and Responding to Consumer Problems 	<p>Consumer Behaviour-Building Marketing Strategy, Del I. Hawkins, David L Mothersbaugh, Amit Mukherjee, McGraw Hill</p> <p>Consumer Behaviour-Insights from Indian Market, Ramanuj Majumdar, Prentice Hall of India, 2010 edition, Chapter 10</p> <p>Consumer Behaviour, Leon G. Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar, Pearson Education, 10th edition, 2010, Chapter 14</p>	<p>Discussion of the case : Increasing Egg Consumption</p>

14	Information Search		
	<ul style="list-style-type: none"> • Types of information sought • Costs vs Benefits of external search • Marketing Strategies based on information search patterns 	<p>Consumer Behaviour-Building Marketing Strategy, Del I. Hawkins, David L Mothersbaugh, Amit Mukherjee, McGraw Hill</p> <p>Consumer Behaviour, Leon G. Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar, Pearson Education, 10th edition, 2010, Chapter 14</p>	<p>Exercise: Students to write their awareness set, evoked set, inert set, and inept set for the following: (i) notebook computers (ii) Restaurants (iii) Mobile Phones</p>
15	Alternative Evaluation and Selection		
	<ul style="list-style-type: none"> • How Consumers make choices • Evaluative Criteria • Decision rules for attribute based choices 	<p>Consumer Behaviour-Building Marketing Strategy, Del I. Hawkins, David L Mothersbaugh, Amit Mukherjee, McGraw Hill</p> <p>Consumer Behaviour-Insights from Indian Market, Ramanuj Majumdar, Prentice Hall of India, 2010 edition, Chapter 10</p> <p>Consumer Behaviour, Leon G. Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar, Pearson Education, 10th edition, 2010, , Chapter 14</p>	<p>Exercise : Students to describe a purchase decision both for affective based choice and attitude based choice</p>
16	Outlet Selection, Purchase and Post Purchase Processes		
	<ul style="list-style-type: none"> • Outlet choice vs product choice • Attributes affecting Retail Outlet Selection • In store influences that affect brand choices • Product use and non use • Disposition situation • Dissatisfaction Responses 	<p>Consumer Behaviour-Building Marketing Strategy, Del I. Hawkins, David L Mothersbaugh, Amit Mukherjee, McGraw Hill</p> <p>Consumer Behaviour-Insights from Indian Market, Ramanuj Majumdar, Prentice Hall of India, 2010 edition, Chapter 10</p> <p>Consumer Behaviour, Leon G. Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar, Pearson Education, 10th edition, 2010, Chapter 14</p>	<p>Exercise : Students to visit two retail stores selling the same type of merchandise and prepare a report on their use of point of purchase displays. Any differences are to be explained.</p>
17	Consumer Behaviour Models		
	<ul style="list-style-type: none"> • Andreason Model • Nicosia Model • Howard Sheth Model • Engel-Kollat-Blackwell Model 	<p>Consumer Behaviour-Insights from Indian Market, Ramanuj Majumdar, Prentice Hall of India, 2010 edition, Chapter 11</p> <p>Consumer Behaviour, Leon G. Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar, Pearson Education, 10th edition, 2010, Chapter 1</p>	<p>Discussion of the case - Ranbir Singh and His Family: Buying Insurance</p>

18	Organizations as Consumers		
	<ul style="list-style-type: none"> Organizational Purchase Process Organizational Culture Internal factors influencing organizational culture 	<p>Consumer Behaviour-Building Marketing Strategy, Del I. Hawkins, David L Mothersbaugh, Amit Mukherjee, McGraw Hill</p> <p>Consumer Behaviour-Insights from Indian Market, Ramanuj Majumdar, Prentice Hall of India, 2010 edition, Chapter 10</p> <p>Consumer Behaviour, Leon G. Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar, Pearson Education, 10th edition, 2010, Chapter 14</p>	<p>Exercise : Students interview an appropriate person at a large organization and determine the following with respect to their buying process: (i) No. of choice criteria used (ii) Length of the decision process</p>
19	Consumer Research		
	<ul style="list-style-type: none"> Methods of studying Consumer Behavior Methods of Consumer Research Challenges for future 	<p>Consumer Behaviour, Roger D. Blackwell, Paul W. Miniard, James F. Engel, 10th edition, 2007 reprint, Chapter 1</p> <p>Consumer Behaviour, Leon G. Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar, Pearson Education, 10th edition, 2010, Chap. 2</p>	<p>Exercise: Students think of a product he/she recently bought and used and discuss what product or packaging features could be improved based on an examination of how it is consumed.</p>
20	Marketing Ethics & Social Responsibility		
	<ul style="list-style-type: none"> Targeting of Consumers Social Marketing Green Marketing, Consumer Ethics 	<p>Consumer Behaviour, Leon G. Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar, Pearson Education, 10th edition, 2010, Chapter 14</p>	<p>Discussion : Green Marketing</p>

Dr. S. Suresh Course Coordinator



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MBA 2019-2021 Batch
17M11BAF13: FINANCIAL MANGEMENT-II

Trimester III
January-April, 2020

Course Outline

Course Credit:	3
Learning Facilitator:	Dr. Sujata Kapoor
Target learners:	MBA (2019-2021 Batch), Trimester III
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:	0120- 2400974 Ext 476
Email ID:	sujata.kapoor@jiit.ac.in

1. Course Introduction

This course provides students with an appreciation of working capital and management accounting concepts related to the management functions of planning, control, and decision making. The course introduces a number of management accounting tools and quantitative techniques that can be used to analyze how business processes consume resources, create value for a firm and its customers, and how this value may be enhanced through activity and process improvement. The course also focuses on developing an understanding of advance concepts of Corporate Finance and their application to business finance problems.

2. Course Objectives: The objectives of this course are as follows:

- To understand the terminology, importance and scope of cost, management accounting and working capital management.
- To acquaint students with the basic and advance concepts of cost and management accounting and various methods involved in cost ascertainment systems
- To familiarize students with the working capital and management accounting tools and techniques that provides the basis for making sound financial decisions

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

CO Code	CO description	BTL Level	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C120.1	Comprehend and summarize different concepts and fundamentals of working capital management and management accounting.	2	3		1	1					3
C120.2	Utilize the concepts of financial management and management accounting in different financial decisions.	3	3	3	3						1
C120.3	Analyze the working capital position of an organization.	4	3	3	3	2					1
C120.4	Appraise management accounting tools and techniques to solve complex management problems	5	3	3	3		2				1
C120	Average		3	3	2.5	1.5	2				1.5

4. Pedagogy:

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

5. Text Book:

- Khan M.Y. and Jain P.K. (2010). Management Accounting Text, Problems and Cases, McGraw Hill, Fifth edition
- Kanhaiya Singh. (2015). Management Accounting: Concepts and Strategic Costing Decision Wiley Publication, India

6.1 Additional Readings and References:

- Srivastava R., Misra A., Financial Management.(2011). Oxford Publications, Second edition
- Jawahar Lal, Srivastava S., Cost Accounting.(2011). Tata McGraw Hill, Fourth edition
- Brigham Eugene F. , and Ehrhardt Michael C.(2015). Financial Management.Text and Cases, Cengage Learning, Latest Edition

6.2 HBR Case studies:

Case study 1: Dell's working capital

Case study 2: Working Capital: A summary of ratios by industry

7. Evaluation Details:

Sl.No.	Component	Weightage(%)	Tentative week of completion
1	Assignment	10%	4
2	Research Project	20%	8

3	MidTermTest	30%	6
4	EndTermTest	40%	11

7.1 Assignment/ Quiz (10%)

Each student has to submit an assignment individually given by the faculty based on the topics discussed in the class. One quiz would also be conducted for the students.

7.2 Project (20%)

Project would be conducted on individual basis. Course coordinator will announce the project in the class. Each student has to prepare the project report based on application of concepts learnt in the course. Details of contents and deadline for submission of group project report will be declared by the course coordinator in the class.

Project Detail:

Project to be done individually by the students. The topic of the project is "Analysis of the working capital position of the company". The project would be based on the following steps:

1. Select one company from the manufacturing sector.
2. Analyse the working capital position of the company.
3. Present the results in the report form.
4. The analysis should include following components:
 - a) Calculation of Gross operating cycle and Net operating cycle. Elaborate and discuss the reasons if it significantly differs from the industry to which the firm belongs to.
 - b) Discuss the credit terms offered by the firm. Does the firm follow liberal or rigid credit policy? What are the gaps in the existing credit policy of the firm?
 - c) Comment on the existing inventory management of the firm.
 - d) What do you decipher from the analysis about the liquidity position of the firm? Comment on the current cash management by the firm.
 - e) Compute the net working capital of the firm. Is it positive negative or zero? Interpret the results in detail.
 - f) Give suggestions for the improvement in the liquidity and working capital position of the company (if warranted)

Note: It is mandatory for the to procure the data related to the project from Ace Kp database in the computer lab.

Submission date: Post Midterm

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	Lecture Topic	Suggested Readings	TextBook Chapter
1-3	Working Capital Management & Sources of Finance of Working Capital: Meaning of working capital; scope; WC needs of different types of business; operating cycle and its relevance; WC management; WC financing policies; WC financing policy; estimation WC capital requirements	Chapter 21, Srivastava R., Misra A., Financial Management, Oxford Publications, Second edition, 2011	Practice problems 1&2, Srivastava R., Misra A., Financial Management, Oxford Publications, Second edition, 2011, pp.563-64

4	Managing the components of working capital: Inventory management: deciding when to order; analysis of investment in inventory; inventory monitoring and control	Chapter 22, Srivastava R., Misra A., Financial Management, Oxford Publications, Second edition, 2011	Practice problems 1&2, Srivastava R., Misra A., Financial Management, Oxford Publications, Second edition, 2011, pp.589-90
5-6	Managing the components of working capital: Receivables management: Introduction; meaning & importance of accounts receivables; impact of credit policy; components of credit policy	Chapter 23, Srivastava R., Misra A., Financial Management, Oxford Publications, Second edition, 2011	Practice problems 1&2, Srivastava R., Misra A., Financial Management, Oxford Publications, Second edition, 2011, pp.606-07. Case Study: Kadent Health care Winds-Down Burdensome Hospital.
7-8	Managing the components of working capital: Cash Management: Introduction; motives of holding cash; cash flow process and its relevance; principles of cash management; collections and disbursement management; cash forecasting; cash v/s marketable securities	Chapter 24, Srivastava R., Misra A., Financial Management, Oxford Publications, Second edition, 2011	Practice problems 2, Srivastava R., Misra A., Financial Management, Oxford Publications, Second edition, 2011, pp.626 Project Submission
9	Introduction to Management Accounting: Introduction; cost accounting; functions of cost accounting; cost accounting and management accounting; role of management accountant	Chapter 1, Khan M.Y. and Jain P.K., Management Accounting Text, Problems and Cases, McGraw Hill, Fifth edition, 2010	
9	Cost Concepts and classification	Chapter 4, Kanhaiya Singh. (2015). Management Accounting: Concepts and Strategic Costing Decision Wiley Publication, India	Solved Problems of Cost sheet from text book (example 4.6), pp.122
11-13	Marginal Costing & CVP Analysis: Basics of marginal costing; marginal cost; value of marginal costing to management; limitations of marginal costing; CVP analysis: relationship of costs and profit with volume; form of operating system; graphical presentation of CVP relationships.	Chapter 16, Khan M.Y. and Jain P.K., Management Accounting Text, Problems and Cases, McGraw Hill, Fifth edition, 2010	Solved problems (16.4, 16.6, 16.12) of text book (pp.16.32-16.33; 16.37)
14-16	Standard Costing & Variance Analysis: Standard; standard cost; objective of standard costing; establishing system of standard costing; application of standard costing; advantages of standard costing; limitations of standard costing Variance analysis: classification of variance; material cost variance; labour cost variance; overhead variance; sales variances	Chapter 19, Khan M.Y. and Jain P.K., Management Accounting Text, Problems and Cases, McGraw Hill, Fifth edition, 2010	Solved problems (19.1, 19.4, 19.5, 19.8, 19.9) of text book (pp.19.31-19.39)
17-20	Budgeting and budgetary control: Budgeting; steps involved in preparation of budgets; types of budget; steps involved in preparation of operating budgets; rolling budget; cash budget; advantages of budgeting; limitations of budgeting; Budgetary control system: prerequisites, features, objectives, advantages limitations; Zero based budgeting	Chapter 17, Khan M.Y. and Jain P.K., Management Accounting Text, Problems and Cases, McGraw Hill, Fifth edition, 2010	Solved problems (17.6, 17.10, 17.12) of text book (pp.17.19, 17.23, 17.25)



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17M11BOM13: Project Management (PM)
Trimester III
Jan 06 – Apr 03, 2020

Course Credit:	3
Learning Facilitator:	Prof. Kalyan Samaddar
Target learners:	MBA (2019-21 Batch), Trimester-III
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@jnit.ac.in

1. Course Introduction

Project management is about creating an environment and conditions in which a defined goal or objective can be achieved in a controlled manner by a team of people. Every business undertakes projects of some sort. But some undertake far more than others. Similarly, some industries are more project-intensive than others. Aerospace and defence, for example, are extremely project-intensive, working for years on long-term contracts or development projects that will eventually bring forth a new jet aircraft, missile system, ship or piece of electronic wizardry. Likewise, almost by definition, construction is another industry that exhibits a high degree of project activity. Food, retailing and textiles, on the other hand, are less project-intensive. Even so, care must be taken. While corner shops may not be prone to launching new projects, the major supermarkets are: each year sees a number of new distribution depots, IT systems, retail outlets and the like.

The ability to manage projects is a critical skill in today's hyper-competitive business environment. Projects are the vehicles for product launches, process innovations and other growth initiatives. In this context, this course aims to develop business management skills, customer relations skills, and socioeconomic skills in the students for working in teams efficiently and effectively.

2. Course Objective

The students to gain a better understanding of overall Business System through the following objectives

- Have a comprehensive understanding about various aspects of modern day project management. To understand the concepts of project and its life cycle as systems approach
- To develop competency in project scoping and to handle the complex tasks of time estimation and project scheduling, project costing and budgeting.
- Be able to manage small and medium project independently and confidently and will be able to contribute to large project management.
- Have clear understanding of interaction of project management with other management functions such as sales, procurement, logistics, finance, HR and others functions.
- Develop a sense of looking into project management from commercial angles.
- To gain exposure to project control and management of risk and quality.
- Be able to understand various pitfalls of large project and will be able to take appropriate precautions in planning and execution.

3. Course Outcomes

The course is aimed to develop the knowledge and skill, required to understand;

CO Code	Description	BT L	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C115.1	<u>Understand</u> key concepts, theories, models and tools used in project management.	2	3	1	2	2		1			3
C115.2	<u>Apply</u> the key concepts, theories, models and tools used in project management.	3	3	2	3	2	1	2			3
C115.3	<u>Analyse</u> business problems using key concepts, theories, models and tools used in project management.	4	3	2	3	2	1	2			
C115.4	<u>Evaluate</u> strategic options in project management in terms of scope, priority, costs, resources, risks.	5	3	2	3	2	1	2			
C115.5	<u>Develop</u> practical solutions to modern day business challenges related to project management.	6	3	2	3	2	1	3	1		3
C115	Average	3.00	3	2	3	2	1	2	1		3

4. Text Book

1. Project Management- The Managerial Process by Clifford F. Gray, Erik W. Larson and Gautam V. Desai, Sixth Edition, McGraw Hill Education Private Limited, New Delhi.

5. Additional Readings and References

1. Project Management by Harold Kerzner, Wileys
2. Project Management-Achieving Competitive Advantage by Jeffrey K Pinto, Pearson Education, New Delhi.
3. Projects – Planning, Analysis, Selection, Financing, Implementation and Review by Prasanna Chandra, Tata McGraw-Hill Publishing Company Limited, New Delhi
4. Project Management by Jack Gido and James P. Clements, Cengage Learning India Private Limited,
5. New Delhi.
6. Project Management and Appraisal by Sitangshu Khatua, , Oxford University Press, New Delhi.

7. Evaluation Details

S. No.	Components	Weightage (%)	Tentative Week
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
Total		100	

a. 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.

b. 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.

c. 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 (PM Folder).

d. 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. Pedagogy

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

9. Teaching Plan

Session No.	Topics	Learning Objectives	Readings	Cases/Activities/ Exercises
1-2	Project Management- Introduction, Importance, Challenges, Integrated Systems, Project Life	1. Introduction to Projects 2. Project triangle 3. Project stakeholders 4. Components 5. Course introduction	Ch – 1	Class room project simulation

	Cycle			
3-4	Project selection and Organization Structures	<ol style="list-style-type: none"> 1. Organisation strategy and projects 2. Origins of projects 3. Selection dilemma 4. Project selection methodologies 5. Project management structure 	Ch – 2/3	Class Room Exercise on Payback, ARR, NPV and IRR
5-6	Defining the Project-Scope, Priorities, WBS and Responsibility Matrices	<ol style="list-style-type: none"> 1. Project scopes and priorities 2. Scoping process 3. Requirement gathering process 4. Traceability matrix 5. WBS 6. PBS, OBS, CBS ... 	Ch – 4	Quality Function Deployment Video
7-8	Project Estimations	<ol style="list-style-type: none"> 1. What to estimate in project? 2. Estimation guideline 3. Project cost management 4. Estimation techniques 5. Project cost plan 	Ch - 5	Class Room Exercise on various estimation methods
9-12	Project Planning	<ol style="list-style-type: none"> 1. Project planning 2. Activities and Activity on Node 3. Forward Pass 4. Backward Pass 5. Critical Path 6. Dependency/Relationship 7. MS Project 	Ch - 6	Class Room activities on project planning using post-sticks
13	Project Risk Management	<ol style="list-style-type: none"> 1. Introduction 2. What is at Risk? 3. Risk management methodology 4. RBS 5. Risk register 6. FMEA – Risk analysis 	Ch - 7	FMEA Video
14	Managing Project Team	<ol style="list-style-type: none"> 1. Qualities of Project Manager 2. Stakeholder Map 3. Managing project team 4. Project conflict management 	Ch - 11	Class Room Exercise on stakeholder mapping
15	Managing Project Quality – Project Quality Management (PQM)	<ol style="list-style-type: none"> 1. Introduction 2. Cost of quality 3. PQM methodology 4. Tools for PQM 	Ch - 20 / Kerzner	Harvard Case Study - Comfort Class Transport: Does Customer Service Need an Overhaul? Michael J. Roberts, Paul E. Morrison
16	Managing Project Supply Chain / Managing project procurement	<ol style="list-style-type: none"> 1. Procurement process 2. Contract types 3. Contract clauses 4. Challenges 	Class Notes	Harvard Case Study - Harvest City: The Intelligent Procurement System Project Lynda M. Applegate, Ramiro Montealegre
17	Project Monitoring and Controls	<ol style="list-style-type: none"> 1. Monitoring vs control 2. Project control process 3. Earned value method (EVM) 4. Taking action 5. Other control issue – scope creep 	Ch - 13	Class Room Exercise on EVM

18	Project Optimisation	<ol style="list-style-type: none"> 1. Project acceleration 2. Project crashing 3. Lean project management 4. Agile project management 5. Green projects 	Ch - 9	Class Room Exercise on project crashing
19	Project Completion and Reviews	<ol style="list-style-type: none"> 1. When is a project completed? 2. Types of project closure 3. Project closure activities 4. Evaluation of performance 5. Project review / AAR 	Ch - 14	AAR video – The good and the not so good
20	Recap			

Course Coordinator: Prof. Kalyan Samaddar Date: December 28, 2019



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17M12BAF11: Security Analysis and Portfolio Management

Trimester III

January – April, 2020

Course Outline

Course Credit:	3
Learning Facilitator:	Dr. Sujata Kapoor
Target learners:	MBA (2019-21 Batch),
Trimester III	
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:	0120 - 2400974 Ext 476
Email ID:	<u>sujata.kapoor@jiit.ac.in</u>

1. Course Introduction

It is said a successful investor is one who sees the future before anybody else sees. This course would help in developing a structured thinking about how surplus capital can be invested in asset markets to generate adequate return. The course begins with a discussion on fundamentals of investment to set up basic building block of modern investment thought. The course then proceeds to discuss how the characteristics of portfolio are significantly different from which they are formed. The discussion then shifts to equilibrium in capital market and the concept of market efficiency. Towards the completion, the course focuses on evaluating performance of a portfolio.

2. Course Objectives:

The objective of this course is to:

- Introduce the student to both the theory and applications of investment finance.
- Understand the characteristics and analysis of individual securities, as well as with the theory and practice of optimally combining securities into a portfolio

3. Course Outcomes:

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

CO Code	CO description	BTL Level	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C152.1.1	Explain various concepts related to the	2	3		1	1					3

	financial markets.										
C152.1.2	Apply concepts of “portfolio theory” for the determination of risk return tradeoff and selection of best portfolio from the feasible investment portfolios.	3	3	3	3	1	3			3	3
C152.1.3	Evaluate securities under consideration and assess the portfolio performance using standard finance models.	5	3	3	3	2	3				
C152.1.4	Construct a well diversified portfolio.	6	3	3	3		3			3	3
	Average		3	3	2.5	1.33	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 Research Project.

5. Text Book:

Bodie Zvi, Kane Alex, Marcus J. Alan, Mohanty Pitabas, Investments, Tata McGraw Hill, Eleventh edition ,2019.

6. Additional Readings and References:

- Fischer Donald E., Jordan Ronald J., Security Analysis and Portfolio Management; Prentice - Hall of India Private Limited; New Delhi.
- Gordon J. Alexander, William F. Sharpe, Jeffery V. Bailey; Fundamental of Investments, Prentice - Hall of India Private Limited; New Delhi..
- Reilly F., Brown K., Investment Analysis and Portfolio Management, Cengage learning publications.

7. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	Assignments /Quizzes	10%	2-8
2	Research Project	20%	9
3	Mid Term Test	30%	6
4	End Term Test	40%	11

7.1 Assignment (10%)

There will be a class assignment and quiz of 5 marks each.

7.2 Research Project (20%)

Project 1: Project will be done individually by the students. It involves beta calculation using MS Excel. Each student is required to calculate beta of any five companies listed on S&P CNX 500 using single index model. It is essential that five selected stocks should belong to different sectors. Further details will be announced by the concerned faculty in the class. . Data should be strictly procured from Ace equity database. (**Submission date: Post Midterm**)

Project 2: Each student has to identify five stocks from different sectors, latest by the third week of the course. The concerned faculty will facilitate selection of stocks. Each student is required prepare a Technical analysis report. The report should include at least 5 technical indicators based on concepts learned in the course. Data should be strictly procured from Ace equity database. (**Submission date: Two weeks prior to End term**)

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 Topics	Text Book Chapter	Cases/Activities/ Exercises
1-5	Introduction to the investments	<ul style="list-style-type: none"> ◆ An overview about investment, its process and management – objectives of & Challenges before Investment Management ◆ Asset classes and Financial Instruments ◆ The Capital Markets Market Indices (Price weighted index, Value- weighted index) ◆ How securities are traded ◆ Mutual Fund and other Investment Companies ◆ ETFs 	Chapter 1,2,3,4	<p>Questions (caselets) from Indian Perspective: Problems from 1 to 3, Chapter 4, pp.118</p> <p>https://www.youtube.com/watch?reload=9&v=xWBI8xVJIvw</p>
6-7	Capital allocation to Risky assets	<ul style="list-style-type: none"> ◆ Risk and Risk aversion ◆ Capital allocation across risky and risk – free asset ◆ Portfolios of one risky asset and a risk free asset ◆ Capital market line 	Chapter 6	Practice Questions (caselets) 10, 11,12 of chapter 6 of text book.
8-12	Optimal Risky Portfolios	<ul style="list-style-type: none"> ◆ Diversification and portfolio risk ◆ Asset allocation with two risky Assets ◆ The Markowitz Portfolio Optimization Model. ◆ How to derive an Efficient Frontier using Mean-Variance Dominance Principle? ◆ How to select an optimum portfolio? ◆ Limitations of Markowitz Model 	Chapter 7	<p>Questions 12 and 16 of chapter 7 of the text book.</p> <p>Case study: Hennessy and Associates (Chapter 7, Optimal risky Portfolios, pp. 226-227)</p>
13-15	Index Model and Capital Asset Pricing Model (CAPM)	<ul style="list-style-type: none"> ◆ What is a Single Index Model and how does it help in estimation of Systematic Risk and Unsystematic Risk? ◆ Estimating the Single- Index Model ◆ Typical results from Index Model Regressions ◆ Derivation of CAPM. ◆ Implications of CAPM for Investment Management. 	Chapters: 6,7,8, 9, 10	<p>Questions 5, 6, 7, problems 9 through 14 of chapter 8 of the text book.</p> <p>Project 1 to be done. Questions from Indian perspective(Q. no.1, Chapter 8, pp.277)</p> <p>Case study: Lyxor China H Versus Lyxor Ms India: Portfolio Risk and return</p>

16	Efficient Capital Markets and Behavioral Finance	<ul style="list-style-type: none"> ◆ What is Efficient Market Hypothesis? ◆ Alternative Versions of Efficient Market Hypothesis. ◆ What are its implications for an investment manager? 	Chapter 11	Discussion: You tube video (https://www.youtube.com/watch?v=kJzfKuiBK50)
17	Approaches to security evaluation	Technical Analysis <ul style="list-style-type: none"> ◆ A detailed analysis of charts, patterns, averages ◆ Trends and corrections ◆ Momentum indicators ◆ Sentiment indicators ◆ Stock Price and Volume Techniques 	Chapters 12	Guest Lecture Project 2
18-20	Performance Evaluation of Portfolios	<ul style="list-style-type: none"> ◆ How to construct optimal portfolio using different criterion? ◆ The conventional theory of Performance Evaluation ◆ Evaluation of performance of a portfolio and a portfolio manager using <ul style="list-style-type: none"> - Treynor, - Sharpe, - Jensen and - Fama Indices 	Chapter 24	Questions 7, 8, CFA Problems 4 and 5 of chapter 24 of text book. Case study: Portfolio Diversification Enigma

Course Coordinator: Dr. Sujata Kapoor

Date: January 7th, 2020



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17M12BAF14: Corporate Taxation & Planning

Trimester III

Jan. 06– April 03, 2020

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:	GOPAL KRISHNA AGARWAL
Target learners:	MBA (2019-21 Batch), Trimester-III
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II
Meeting Time:	By Appointment
Phone:	0120 - 2400974 Ext 475
Email ID:	gk.agarwal@jiit.ac.in

2. Course Introduction

Business managers operate in fast changing and fiercely competitive world. They are required to operate with very competitive margins. Using tax planning as a tool, they have to optimize the wealth of the shareholders and at the same time they also have to comply with various tax provisions timely to avoid tax related penalty on the organization and its management. Whether it is income tax or GST, the managers have to be abreast of various provisions of direct and indirect tax laws. This course will provide desired inputs to budding managers to deal with various situations relating to corporate taxation and planning to optimize shareholders' wealth.

2. Course Objective

The purpose of the delivery of this course is to learn the provisions of direct and indirect tax laws and their applicability on the businesses including company entities. Further, within the framework of legal provisions the students will also learn how to plan various business activities so as to derive maximum benefit of exemptions and concessions available under different circumstances from income tax and other taxes so as to improve the profitability of the organization without compromising on the compliances of various provisions of tax laws. Students will also learn how and when the taxes are to be paid to avoid penalties and when and how tax returns are to be filed with tax authorities.

3. Course Outcomes

After this course, students will:

CO Code	Description	BTL	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	Understand various direct and indirect tax laws and their incidence on growth of business	2	3	3	1	2	2	1	3	1	3
2	Apply the laws in business activities to optimize stakeholders' wealth	3	3	3	3	2	2	1	2	1	3
3	Analyze applicability for reducing the tax liabilities.	4	3	3	3	2	2	1	3	2	3
4	Evaluate application of tax laws to avoid penal consequences	5	3	3	3	2	2	1	3	2	3

4. Pedagogy

The course will involve a healthy balance of classroom discussion and exercises which will generally include a mixture of lectures and various reported tax issues to be learnt through published reporting and internet. Students will also be required to register for relevant Mooc and a part of internal assessment will be done on evaluating the progress of students in Mooc.

5. Text Book:

Practical Approach to Direct and Indirect Taxes-Problems and Solutions 2019-20 by Dr. Girish Ahuja and Dr. Ravi Gupta; Wolters Kluwer publication-37th edition

6. Additional Readings and References:

1. Wolters Kluwer Simplified Corporate Tax Planning and Management by Dr. Girish Ahuja and Dr. Ravi Gupta; Wolters Kluwer publication -latest edition
2. Students' Guide to Income Tax by Dr. Vinod K. Singhania & Dr. Monika Singhania-latest edition
3. Taxmann Direct Tax Laws and Practice; professional edition with case studies
4. Tax Planning, Direct Tax Laws and Practice on CD-latest edition by Dr. Vinod K. Singhania and Dr. Kapil Singhania
5. E book on GST

7. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative week of completion with tentative dates
1	Quiz	15%	4 (7 th Feb/ 21 st Feb)
2	Class test/ Mooc presentation	15%	9 (9 th Mar/ 28 th Mar)
3	Mid Term Test	30%	6
4	End Term Test	40%	11

7.1 Quiz (15%)

There will be a class quiz to be conducted by 4th week of the trimester on the basics of various tax laws taught till then.

7.2 Class Test (15%)

A class test either written or oral will be organized in or before 9th week of the trimester to assess the knowledge acquired and its application relating to various taxes taught till then or presentation on Mooc will be done by students in groups.

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 would be in possession of the students and they will not illegally access it through any other media during the exam. Any violation will attract 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 would be in possession of the students and they will not illegally access it through any other media during the exam. Any violation will attract disciplinary action.

8. Session Plan:

Session	Session Theme	Topic Coverage	Text Book Chapter	Cases/Activities/ Exercises/ videos/ Mooc/ Guest lecture
1	Introduction to tax laws	Basic framework of course, the purpose and importance of learning and their application in real life situations especially the corporate world; Income Tax-Basic concepts like previous year, assessment year, income, person, Gross Total Income and Taxable income; Residential status and its effect on tax incidence	1,2	Lecture delivery/ Mooc on direct tax to be registered by students. Groups of students to be formed and progress reviewed based on group presentations
2	Exempt Income and broad heads of income assessment	Significance of exemptions; Broad framework of assessment of income under various heads for tax purposes	3	Lecture delivery
3&4	Salaries income	Computation of income under the head salaries, how to structure salary package from employer and employee point of view to get maximum tax benefit	4	Lecture delivery, class discussion, exercises from book
5	House property income	Law, computation and available benefits under this head	5	Lecture delivery, class discussion, Exercises from book
6&7	Capital Gains income	Short term and long term capital gains income related law, exemptions, different kinds of assets attracting capital gains tax	7	Lecture delivery, class discussion, exercises from the book
8	Other Sources income	Residual income assessment provisions, computation	8	Lecture delivery, class discussion, exercises from the book
9,10,11	Profit and gains from business and profession	Law, computation and available benefits under this head, planning including corporate tax planning, latest development; Permissible deduction from gross	6,11	Lecture delivery, class discussion, exercises from the book

		total income		
12, 13	Numerical on business income	Overall income tax calculations	13	Exercises and class discussion video
14, 15	Set off and carry forward of losses	Law and its implications on overall taxability, intra-head adjustments, inter-head adjustments	10	Lecture delivery, class discussion, exercises from the book/ presentation on Mooc
16, 17	Company Taxation, TDS and advance tax	Special provisions regarding corporate taxation	17, 20, 21	Lecture delivery, class discussion, exercises from the book/ Presentation on Mooc
17	GST	Law, applicability and its importance for national economy	Class notes E-book	Lecture delivery, class discussion, class notes video
18	GST	Law, applicability and its importance for national economy	Class notes E-book	Lecture delivery, class discussion, class notes Guest Lecture*
19	GST	Law, applicability and its importance for national economy	Class notes E-book	Lecture delivery, class discussion, class notes
20	Tax Planning and latest trends in taxation	Discussion within the framework of various tax laws	Reference books and class notes	Class discussion Guest lecture* video

***will be either**

Course Coordinator: Prof. G.K. Agarwal

Date: January 06, 2020

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17M12BAF17: Social and Professional Skills

Term – VI, January 6 to April 3, 2020
Course outline

The course outline is a dynamic document. Hence, the learning facilitator retains the right to change the document occasionally in order to enhance the learning output and the class environment but will communicate the changes in the openly and in advance.

Learning Facilitator:	Dr. Shriram Purankar
Target learners:	MBA (2019-21)
Faculty Office:	Aryabhata Bhawan - III, Third Floor
Walk-in Hours:	3:30-5:00PM or by appointment
Phone:	0120 – 2594482
Email ID:	moonis.shakeel@jiit.ac.in

1. Course Introduction

This course teaches social and professional skills and practices that increase a student's success in social and professional life. The course is designed to provide students with insights into team work, leadership, emotional persuasion, and corporate attitude and etiquette. Drawing from cognitive, affective, and behavioural theories in management and psychology, students will augment positive professional and social attitudes that help them deal with others in order to develop understanding of others and self.

2. Course Objectives:

The objectives of the course are to:

- Enhance the awareness of how businesses are run by prominent leaders
- Impart professional skills required to make professional managers
- Imparting social skills for better team spirit and team work
- Managing stress encountered in our day to day life.

3. Learning Outcome of the Course:

After these modules, students will be able to:

- CO1-To understand the importance of social and professional skills
- CO2-To be able to demonstrate and apply the learning of social and professional skills to handle business related problems
- CO3-To be able to analyze business related situations
- CO4-To be able to create and develop a better person and business professional

Number of books on Leaders, Leadership and emerging start- ups

5. Additional Readings and References:

Recommended by respective module instructors.

Content and Module Coordinators

Module 1: Team Work

Module Coordinator- Dr Sujata Kapoor, Prof. Sriram Purankar

Module 2: Knowledge Based Persuasion

Module Coordinator: Dr. S.K. Biswas`, Dr. Arun Deshmukh

Module 3: Leadership

Module Coordinator –Prof. G.K.Agarwal, Dr S. Suresh

Module 4: Business Etiquette

Module Coordinator – Prof. Kalyan Sammadar, Dr. Vishal Gupta, Dr. Charu Sijoria

Module 5: Stress Management

Module Coordinator – Dr Rajnish Misra, Dr Rahul Sharma

Module 1: Teamwork As Henry Ford said “Coming together is a beginning; keeping together is progress & working together is success.” Teams form an integral part of all human lives whether personal or professional. Right from the earliest human organization, the family, to current complex commercial organization, all depend on team effort for their success. It is imperative for a business student to be able to work as a part of team so as to succeed professionally & personally.

Pedagogy: The module will be based on student activities. The learning is gained through team games and instructor interventions, when appropriate. The following methodology is proposed.

- Group is divided in to 4 teams of 3 members.
- Each group is exposed to two team activity that focuses on any one area of team building
- Faculty/instructor intervention & debriefing is done for each activity
- Areas of Strength/ Weakness identified

Improvement strategies made for the team for the next activity.

Evaluation: The evaluation is based on the following parameters.

Attendance & participation – 20%

Team improvement from 1st to 2nd activity – 30%

Overall performance of team in final activity – 50%

Modules:

Introduction to course & team: 1 Hours.

Each team chooses/ assigned 2 activities from following list of activities.

Activities last about 15- 20 minutes.

The first team activity is a learning & feedback session for the team.

Second activity is an evaluation/ re- enforcement session.

Module2: Knowledge Based Persuasion Skills This module will help in enhancing and updating the knowledge of business environment amongst the students and inculcate reading habits in students. It will facilitate improvement of student's communication and persuasion skills and impart skills related to visual presentation of data, facts and figures using power point.

Pedagogy: Pedagogy is based on 2 major components in the module:

(i) Business Knowledge update

(ii) Business Presentations

Evaluation

o **Total weightage for the module = 20 marks**

o Business Knowledge update - 10 marks

o Business Presentations - 10 marks

o Quiz to be prepared by faculty members in charge of Business Knowledge update

o Quiz will be based on the newspaper readings from the beginning of the trimester. For practical convenience, only one newspaper (Economic Times) will be considered for the quiz.

o Evaluation of Business Presentations will be based on predesigned format.

o Only those faculty members who conduct training for Business Presentation skills will carry out the evaluation for this part. The same applies to Business Knowledge update.

Module Content:

1. Updating of knowledge by reading business newspapers, business magazines, etc.

2. To participate in debates/public speeches based on current business topics.

3. To give business presentations based on assigned topics.

4. Students to compulsorily include a persuasion model in their business presentations.

Module3: Leadership Business graduates are entrusted with management or leadership responsibilities. This module is designed to address several fundamental aspects of managing and leading people. These include understanding self, influencing group behaviour, working with and managing people and leading, motivating and aligning people behind a common vision or direction.

The course puts a particular emphasis on simultaneously managing one's career especially in its early stages.

Pedagogy:

1. Batch of 13 students will read the biographies of THREE different leaders.

2. Each group in this batch will randomly be assigned a biography of a leader. They will have to identify
a) Strength and Weaknesses of the Leader
b) Characteristics of the Leader
c) 10 events to be identified by the group. Each student will speak on two different events from his/her life and how he/she handled them. What you would have done additionally if you had been in his/her place (linking it with the events).

3. Given the attributes of leader, rate the leader on these attributes on a scale of 1 (Low on Attribute) to 7 (High on Attribute) and give the reasons for your rating.

4. Mention Key Learning - Attributes you would like to adopt and the ones that you would not and why?

Evaluation:

Total weightage for the module = 20 marks

- Presentation Skills - 5 marks
- Critical Analysis - 10 marks
- Appropriateness of the Alternate Action you would have taken to handle the same situation - 5 marks

Module 4: Business Etiquette In today's competitive and globalized world, managers must learn to quickly adapt, integrate and succeed in diverse work environments. Good business etiquette such as appropriate dressing to suit the situation, wording an email correctly, having awareness about cultural sensitivities etc. can provide edge and present an impression of consummate professional in every business situation. This course examines the basic dress/appearance at workplace and social situations, business meetings, proper introductions and 'the handshake', conversation skills, cultural differences affecting international business opportunities, dealing with interruptions, and proper business email and telephone etiquette.

Pedagogy:

- On the spot writing e- mail/SMS etc.
- Role play
- PPT presentation of social and cultural values of a given country

Evaluation Criteria: Each student will be evaluated on each category of module contents out of a maximum of 5 marks. First two categories will be evaluated on the basis of small role plays and observations by evaluators while later two will be evaluated on the basis of on the spot writing and ppt presentation respectively. Each student will be given a country to prepare ppt for their social and cultural values.

Module Content:

• The Handshake & ice breaking

- The process
- Initial conversation
- Identifying mutual interest

• Dressing for Success

- Meaning of Colour
- Interpreting common dress code
- Deciding what to wear

• Internet, E-Mail and Telephone Etiquette

- Addressing your message
- Grammar and Acronyms
- Technology tips

• Networking and International Etiquette

- Using business cards effectively
- Making a great first impression
- Remembering names
- Knowing social and cultural values of other country

Module 5: Stress Management Stress- management module is developed to help students cope more effectively with stress and to remediate a number of specific problems associated with stressful situations.

In order to achieve this goal individual and/or group module are utilized as a means for teaching a reliable and valid method of relaxation. During this module each student is assisted in making some changes in his internal reactions and behaviors toward particularly stressful situations.

The objective of this module is to enable future managers to identify signs of stress in them; discuss their stress triggers; and devise strategies to manage the same.

Pedagogy The module consists of didactic presentations, group discussions, completion of forms, progressive muscle relaxation, systematic desensitization, and practical retraining. The module coordinators will provide adequate guidance for individual and group work.

Evaluation

□ Activities/Exercises 20%

Module Contents: Section 1 – Stress Awareness

- How stress relates to and is different to pressure
- Early identification of stress and stress- related problems
- Stress Management Standards

Section 2 – Proactive Stress Management

- Creating a good climate
- Stress prevention exercise and debrief
- Development of Stress management competency

Section 3 – Reactive Stress Risk Management

- Customized scenarios, that can cause stress; how to reduce the risk
- Individual stress risk assessment and management

Section 4 – Bringing it all together

- Personal action planning
- Work / life balance, diet, exercise

Note: Information related to exercises and case studies will be share in class sessions.

Course Coordinator: Dr. Shriram Purankar



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17M12BHR13: Performance and Compensation

Management

Trimester III

Jan 6 – March 31, 2020

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:	
Target learners:	MBA (2019-21 Batch), Trimester-III
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:	Wednesday and Friday between 3-5pm
Course Coordinator	Dr Shantanu kumar Biswas.
Phone:	
Email ID:	

1. Course Introduction

Customers want to get the right answer at the right time and they want to receive their product and services promptly and accurately. Only people can make these things happen. Only people can produce a sustainable competitive advantage. And, performance management systems are the key tools that can be used to transform people's talent and motivation into a strategic business advantage. Once the performance is measured, management of compensation becomes an important strategic aspect of human resource management. This course deals with concepts, theories and background related with performance management system and compensation systems.

2. Course Objective

The objective of this course is to develop skills and competencies of HR students to understand the nitty-gritty of performance management systems and compensation strategies. This course intends to provide extensive theoretical and practical overtones to the students as well as practical application-

based knowledge to help them successfully implement performance management systems and compensation strategies.

3. Learning Outcome

After this course, students will:

Be able to understand the concepts, processes and mechanics of performance management system practiced in organizations;
Understand how performance management works

Be able to prepare and conduct performance and development planning

Be able to gain knowledge of all the aspects essential for designing a compensation structure to attract, retain and motivate human resources for both individual and organizational performance.

Understand various domains of compensation

Comprehend executive compensation issues

Course Outcome:

Understand the performance dimension and relate with role of appraisal in Performance Management and Compensation Management. (CO 1)

Apply these concepts to solve performance and compensation problems.(CO 2)

Analyse the characteristics of various Appraisal systems,the process of Moderation and existing Pay Models in an organisation.(CO 3)

Evaluate various process of Employee Engagement with reference to Job analysis,Job design and Job evaluation.(CO 4)

Design new Performance Appraisal and Compensation structure for competitive Business Organization.(CO 5)

4. Pedagogy

The course will involve classroom discussion, experiential activities and examples from actual organizations to illustrate how systems are implemented.

5. Text Book:

**Performance Management towards organizational excellence,T.V.Rao, SAGE
Compensation, Milkovich,Newman,Venkata Ratnam.Mc Graw Hill**

6. Additional Readings and References:

1. Armstrong and Baron, Performance Management
Jaico.
2. Bhattacharyya, Compensation Management Oxford.

7. Evaluation Details.

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	Case study Analysis	10%	5

2	Project Work	20%	9
3	Mid Term Test	30%	6
4	End Term Test	40%	11

7.1 Case study Analysis (10%)

There will be small cases given to the students within the class for analysis. The analysis test will be conducted at the end of 5th week.

7.2 Project Work (20%)

Students have to make a group of 3 students of their class and will be given a project work to design performance and compensation systems for an organization. Course coordinator will facilitate in guiding for selection of the organization. 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 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.

7.4 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 Topic	Text Book Chapter	Cases/Activities/ Exercises
1	The foundations of Performance Management	Defining Performance, Determinants of performance, Performance dimensions, Scope of performance management	Ch 4	Case
2-3	Measurement and Management	Approaches to measuring performance, Role of appraisals in performance management, Types and methods of performance appraisal	Ch 4	Case
4	Performance Management progression	Prerequisites, Performance Planning, Performance execution, Performance assessment, Performance review, Performance renewal and re-contracting	Ch 2	Case
5	Employee Engagement -Job Relates to	Job Analysis, Job design, Job specialization, Job rotation, Job loading, Job security, Job	Reading material	Presentation
	Performance	enrichment, Job enlargement, Job sharing, Job satisfaction		

6	System Implementation- Planning Performance and Development	Performance Planning, Creating Performance Objectives, Development Planning, Creating Development Objectives	Reading material	Case
7	Gathering Performance Information	Appraisal Forms, Characteristics of Appraisal Forms, Determining Overall Rating, Appraisal Period and Number of Meetings	Ch 6	Case
8-9	Implementing a Performance Management System	Preparation, Communication plan, Appeals process, Training programs, Pilot testing, Ongoing monitoring and evaluation	Ch 7	Case
10	Performance Management Skills	Coaching, Coaching styles, Coaching process, Performance review meetings	Ch 9	Case
11-12	The Pay Model- Introduction to Compensation Management	Definition, Forms of Pay, A Pay model, Broad Band Pay Plan	Ch 1	Presentation
13-14	Evaluating Work	Job-based structures, Methods of job evaluation, Balancing chaos and control	Ch 5	
15-16	Compensation Structure	Salary Structure, Pay Structure in Practice, Variable Compensation, Payroll Management	Reading material	Project
17-18	Employee Benefits - The Benefit Determination Process	Growth in employee benefits, Key considerations, The value of employee benefits	Ch 12	
19-20	Pay-for- Performance	What behaviours do employers care?, What does it take to these behaviours?, Does compensation motivates behaviour?, Designing a pay-for-performance plan	Ch 9	Project



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17M12BHR18: Training and Development Trimester III Jan 06 – March 20

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:	
Target learners:	MBA (2019-21 Batch), Trimester-III
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:	Monday and Friday between 3-4 pm
Course Facilitator:	Dr Shantanu Kumar Biswas
Phone:	
Email	
shantanuk.biswas@jiit.ac.in	

1. Course Introduction

In the fast paced business environment, it is important for a professional to have himself counted by the way he handles situations and/ or people. This course deals with the process of training and developing people in organizations. It covers a variety of approaches to instruction and learning and contrasts these with their practical application. It also includes the study of core functions of human resource development and the development of an understanding of workplace competency standards. Students will learn to design and conduct needs analyses and to plan, implement and evaluate training programs. Students will also learn training techniques and the skills required to deliver a training program. The various case analyses shall equip them with the ability to connect the class room learning with practical problems.

2. Course Objective

This course aims at exposing the students to the various concepts and practices of Training And Development. It provides an insight into what, how and why of Training and Development.

3. Course Outcome:

After this course, students will:

- Understand the concept of Training and Development and aligning with participant psychology. CO1
- Apply these concepts to design and develop training programme with emphasis on learning outcome, cost, benefits and need analysis. CO2
- Analyse Training and Development methodologies and attributes of a good trainer. CO3
- Evaluate training effectiveness and conduct impact analysis. CO4

4. Pedagogy

The course will be covered through class interactions guided by the course facilitator. The students are expected to be actively participative in the class activities and provide inputs for a better steering of the syllabus.

5. Text Book:

Employee Training and Development – Raymond Noe & A. Kodwani, Tata McGraw Hill-3rd revised edition
Training for Development-Lynton and Pareek, Sage publications. #rd revised edition

6. Evaluation Details:

S. No.	Component	Weightage (%)	Tentative week of completion
1	Case studies/presentations	10%	2-8
2	Mid Term Test	30%	6
3	Research Project	20%	9
4	End Term Test	40%	11

6.1 Case Studies (10%)

There will be case assignment developed based on issues related with subject and related

6.2 Research Project (20%)

Students have to divide themselves in groups of two. They need to identify a research project on the industry of their preference, latest by the second week of the course. Course coordinator will facilitate in guiding the selection of project. Each group has to prepare a project report based on applicability of concepts learned in the course in current scenario. Details of contents and deadline for submission of group project report will be declared by the course facilitator in the class.

6.3 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.

6.4 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.

7. Session Plan:

Session	Session theme	Coverage	*Recommended reading	Class Exercise
1-2	Introduction to Training & Development	Concept and nature of training & development	Part 1/chapter 1	Class discussion
		Difference between T & D		
		Need for T & D, Overview of training process.		
3-8	Designing Training & development Program	Setting the stage	Chapter 3 & 4/part 2	Student presentations
		Learning Theories		
		Training Need Assessment (psychometrics, Assessment and development centers)		
		Strategizing Training	Chapter 2	
		Training Program Objective & Learning Outcome		
		External Vs Internal Training resources.		
		Training Cost & Benefit Analysis		
Ensuring Learning: transfer of Skills to workplace.	Chapter 5			
8-11	Training & development Methods	Indoor: Lectures, Simulation, case Studies, BG, Role Plays, Behavior Modeling Outdoor: OJT, experiential training	chapter 7 & 8	Case analysis
		Attributes of a good trainer.		
		Self Learning : e-learning and technologies in training		
		Coaching , Counseling, Mentoring		
12-14	Management development	Succession Planning and talent management	Chapter 9 & Reading material	Class debate
		Executive coaching and education programs		
		Leadership training		
15-17	Training Evaluation & follow-up	Methods and feedback mechanisms	Chapter 6 & reading material	Cost benefit analysis of training Program
		Kirk-Patrick Model		
		Return On investment and training effectiveness.		
		Managing diversity		
18-20	Special Issues & Future Trends	Training & trends in Training Profession	Chapter 10 & 13	Case analysis

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17M12BMM13: Integrated Marketing Communications **Trimester III** **January – March, 2020**

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- III
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:	9899914788
Email ID:	s.suresh@jiit.ac.in

1. Course Introduction

In today's business world marketers are continuously trying to determine the return on investment (ROI) of various IMC tools. In this context, this course provides a comprehensive coverage of Integrated Marketing Communications. The course includes coverage of major communication tools, analysis of a company's marketing and promotional situations and development of effective communication strategies.

2. Course Objectives

- To provide a contemporary view of Integrated Marketing Communications
- To help understand the importance of promotion mix
- To give an understanding of the role, tasks, techniques and tools of successful Marketing Communications

3. Course Outcomes

Course Name & Code	CO Code	CO	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
17M12BMM13: Integrated Marketing Communication s	C153.5 .1	Understand the fundamentals of Integrated Marketing communications.	3	1		3	1				3
	C153.5 .2	Plan an IMC campaign for an organization.	3	3	3	3	1	2	3		3
	C153.5 .3	Examine the need for marketing communication and its relationship with consumer behavior.	3	2	1	3		1	3		1
	C153.5 .4	Evaluate the effectiveness of various IMC campaigns.	3	3	3	3			3		1
	C153.5	Average	3	2.25	2.33	3	1	1.5	3	#DI V/0 !	2

4. Pedagogy

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

5. Text Book:

- Advertising and Promotion, Belch, Belch and Purani, McGraw Hill Education, 9th Edition

6. Additional Readings and References:

- Principles of Advertising and IMC, Tom Duncan, Second Edition, Tata McGraw Hill, 2008
- Integrated Marketing Communications in Advertising and Promotion, Cengage Learning, 8th Edition

7. Evaluation Details:

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

Teacher's Assessment Quiz (10%)

There will be a quiz of 10 marks after first 2 weeks.

Assignment (10%)

There will be assignments of 10 marks on conceptual and practical aspects of IMC.

Project (10%)

Students have to make a group of 4 or 5 students of their class and need to identify a project, latest by the third week of the course. Faculty 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 faculty 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.

8. Session Plan:

Session	Session theme	Coverage	Text Book Chapter	Discussion Topics
1	Introduction to IMC	Promotion Mix: The tools of IMC IMC Planning Process	Chapter 1	Technology & IMC
2&3	The role of IMC in the Marketing Process	Marketing Strategy Positioning Marketing Planning	Chapter 2	Indian Socio-Economic Classification Scheme
4&5	IMC Program	Situation Analysis Role of Clients, Media, Agency	Chapter 3	The changing role of Account Reps
6&7	Analysing the Communication Process	Source, Message and Channel	Chapter 5 & 6	Indian Rural Consumers – an Opportunity and Challenge
8&9	Objectives and Budgeting for IMC	Establishing objectives DAGMAR Allocating in the Budget	Chapter 7	How two companies in different countries use a funnel
10&11	Creative Strategy	Planning a Creative Strategy The Creative Process Appeals and Execution Styles Creative Tactics	Chapter 8 & 9	Cannes Festival- The Olympic Games of Advertising
12	Media Planning and Strategy	Developing the Media Plan Establishing Media Objectives Evaluation and Follow up	Chapter 10	New Landmark in history of Indian Audience Research

13	The Internet and Digital media	Growth of Internet and IMC Measuring effectiveness on Internet	Chapter 15	Career Profile: Qaynat Sharma Marketing Manager, Google India
14	Direct Marketing	Role of Direct Marketing in IMC Developing a Database Direct Marketing Strategies and Media	Chapter 14	Maha Kumbh: A Great Event for Brands to Reach Rural Audiences
15	Sales Promotion	Scope and Role of Sales Promotion Consumer & Trade Oriented Sales Promotion Coordinating Sales Promotion with other IMC Tools	Chapter 16	Coupons Go Social with Groupon
16&17	Public Relations, Publicity & Corporate Advertising	Process of Public Relations Power of Publicity Types of Corporate Advertising	Chapter 17	Discussion : Should CSR be mandatory for Companies?
18	Measuring the effectiveness of IMC	Conducting Research to Measure Advertising Effectiveness Testing Process Program for Measuring Advertising Effects	Chapter 18	Neuromarketing: Marketing Panacea or Voodoo?
19	International Advertising	Role of International Advertising & Promotion Global vs. Localized Advertising Decision Areas in International Advertising	Chapter 19	Discussion: Indian Brand and Global Movement
20	Regulation of Advertising and Promotion	Role and functions of various regulatory agencies Rules and regulations that affect sales promotion, direct marketing, and marketing on the net.	Chapter 20	Direct Mail Comes under Attack

Course Coordinator: Dr. S. Suresh Date: January, 2020

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18M11BGM14: BUSINESS RESEARCH METHODS

Trimester III
January-April, 2020

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. Charu Sijoria
Target learners:	MBA (2019-21 Batch), Trimester-III
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 - 2594481 Ext 481
Email ID:	charu.sijoria@jiit.ac.in

3. Course Introduction

The course on Business Research Methods provides a systematic investigation to solve managerial problems in Business organizations. The course aims at helping upcoming managers to learn how to do business research while highlighting on problem solving approaches.

4. Course Objective

The learning objective of this course are:

- To develop an appreciation of research process from problem identification to interpretation of results.
- To design effective research studies.
- To interpret statistical results, use statistical information meaningfully.

5. Course Outcome

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

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Comprehend and summarize the basic concepts of business research and its process.	3	2	1	1	1			2	3
Apply various concepts and approaches of business research.	3	3	3	2	3			2	3
Evaluate the research articles based on the standard methodology of business research.	3	3	3	2	3	3			
Prepare the research report for management problems.	3	3	3	3	3	3	3	3	

4. Pedagogy

The course will involve a healthy balance of classroom discussion and problem solving which will generally include a mixture of lectures, case study, and class room activity.

5. Text Book

- Ranjit Kumar (2014). Research Methodology (4th ed.). Sage: New Delhi.

6. Additional Readings and References:

- Uma Sekaran and Roger Bougie (2010). Research Methods for Business: A Skill Building Approach (5th ed.). Wiley: New Delhi
- William G Zikmund (2005). Business Research Methods (7th ed.). Thomson: Singapore

7. Evaluation Details:

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

7.1 Quiz (10%)

There will be two class quizzes/tests of 10 marks each. The best of two 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.

7.2 Individual /Group Project (20%)

Students have to make a group of 3 or 4 students of their class and need to identify a research project. 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 Research	<ul style="list-style-type: none">• Research• Business Research• Types of Business Research• The managers and Research• Scientific Research	1	Class Discussion
2-3	The Research Process	<ul style="list-style-type: none">• Investigation of a Problem• Review of Literature• Defining a problem statement• Making a research proposal• Theoretical Framework• Hypothesis Development	2,3,6	Exercise: Think up some interesting issues and problems that you might like to research. Present the research process for the same problem.
4	Research Design	<ul style="list-style-type: none">• Purpose of the research• Investigation types• Unit of Analysis• Cross sectional vs longitudinal studies• Operationalization of variables	4,7	Case Study: The Effect of Calorie Information on Food Consumption

5-6	Measurement of variables and methods of data collection	<ul style="list-style-type: none"> • Types of Measurement Scales • Reliability • Validity • Data collection sources • Data collection methods • Quantitative vs Qualitative data collection 	5,8,9	Exercise: Constructing a Questionnaire.
7	Sampling	<ul style="list-style-type: none"> • Sampling parameters • Sampling Process • Types of sampling • Determining sample size 	12	Practice problems for sample size determination.
8	Quantitative Data Analysis	<ul style="list-style-type: none"> • Coding and data entry • Testing reliability and validity of data • Hypothesis testing • Types of errors • Regression analysis • Multivariate tests 	11	Introduction to Statistical tool (SPSS)
9	Qualitative Data Analysis	<ul style="list-style-type: none"> • Methods of collecting qualitative data • Methods of analyzing qualitative data • Data Reduction • Reliability and validity • Content analysis • Narrative analysis 	9	Activity: Conduct interview for measuring the quality of services provided by Pantaloons/Reliance Trends etc.
10	Research Report Writing	<ul style="list-style-type: none"> • Purpose of a report • Contents of a research report • Presentation of final report 	13	Create a research report for the interviews conducted for qualitative data analysis.

Course Coordinator: Dr. Charu Sijoria

Date: December 31, 2019



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MBA 2019- 21 Batch
Trimester II January – May, 2020

Course Code :

18M11BGM16

Course Title : Indian Ethos and Business

Ethics Course Credit : 1.5

Session Duration : 90 Minutes

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:	Prof. Gobinda Gopal Mitra
Target learners:	MBA (2019- 22 Batch), Semester 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. 479
Email ID:	gg.mitra@jiit.ac.in

1. Course Introduction

Business ethics are moral principles that guide the way a business behaves. The same principles that determine an individual's actions also apply to business. Acting in an ethical way involves distinguishing between 'right' and 'wrong' and then making the 'right' choice. Globally Enron and financial crisis scenarios have exposed the weak foundations of business ethics. In the Indian context, the accounting scandal of Satyam, NSEL crisis, Sahara fiasco, and increasing trend of willful loan defaulters to banks, huge deposits made by a few business firms/ individuals during demonization (possibly unaccounted money) exposes the weak foundations of ethics and values in Indian business scenarios. Apart from strengthening of governance, systems and processes there is need to emphasize these aspects in the curriculum of management education. Indian culture is largely focused on collectivism where family, work

group goals dominate over individualistic needs and desires. This course aims to develop essential skills of the participants to attain the understanding of ethics in business as well as in personal life.

2. Course Objective

The learning objectives of this course are as follows:

- a. Development of indigenous management thought among the participants
- b. Understand the rich knowledge in Indian heritage and its' significant relevance to modern economy and corporate systems and processes.
- c. Interpretation of traditional Indian ethos in management education

3. Course Outcome

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

- Understand fundamental knowledge of moral values and principles and the role of ethical business practices and their implementations for achieving long term goals of the organizations
- Apply the knowledge of these principles to solve the moral dilemma faced by managers' every day.
- Proactively inculcate the aspects of Indian philosophy and formulate and articulate a coherent ideology of "Bharatiya" business as an impetus to so called "Bharatiya management studies", for the betterment of individual and the society

CO Code	Description	BT L	PO1	PO2	PO3	PO4	PO5
1	Remember and understand the fundamentals of moral values and principles in personal, social and business life.	3	1	1	1	1	3
2	Apply these fundamentals of ethics in running business operations	3	3	1	1	1	3
3	Analyze the result of following ethical practices vis a vis the risks of unethical practices	3	2	3	1	2	3
4	Evaluate the benefits of ethical practices in building a goodwill of the business and its usage in future planning and optimizing profitability	3	3	3	1	1	3
Average		3	2.25	2	1	1.25	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: Ethics in Management and Indian Ethos, Biswanath Ghosh, 2/e Vikas Publishing

6. Additional Readings and References:

Kautilya's Arthashastra, King, Governance, and Law in Ancient India, Oxford University Press, 2016.

2. Harper Malcolm, Wilson Kim, Griffith Matthew, Financial Promise for the Poor: How Groups Build Microsavings , Kumarian Press, 2010.
 3. Max Muller F., Sacred Books of East, Motilal Banarsidas, New Delhi.
 4. Murthy, C.S.R. Business Ethics, Himalaya Publishing House, Mumbai, 2009.
 5. Narayana, "Transformation to Transcendence- Breakthrough Ideas for Leadership in the New Millennium", Ahmedabad AMA, 2000.
 6. Narayana G., "The Responsible Leader: A Journey through Gita", Ahmedabad, AMA 2000.
 7. Radjou Navi, Prabhu Jaideep and Ahuja Simone, Jugaad Innovation Think Frugal, Be Flexible, Generate Breakthrough Growth, Wiley, 2012.
 8. Ranganathananda Swami, Universal Message of the Bhagvad Gita, Vol. 1, 2 and 3, Caicuna, 2014.
 9. Shashtri J.L., Bhatt G.P. and Gangadharan N., Ancient Indian Tradition and Mythology, 1st Ed, Motilal Banarsidass, New Delhi, 2004.
 10. Someswarananda Swami, Indian Wisdom for Management, Ahmedabad, AMA. 2000.
 11. Someshwarananda Swami, "Business Management Redefined- the Gita Way", Mumbai Jaico Publishing House, 2000.
 12. Velasquez, Business Ethics, Concepts & Cases, 6th edition, PHI, 2009.
 13. Weiss, Business Ethics concept & cases, 1st edition, Cengage Learning, 2009.
 14. Kanagasabapathi, P. Indian Models of Economy, Business and Management, Third Edition, PHI Learning Ltd, New Delhi, 2012.
- 7. Evaluation Details:**

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	Individual Class Assignment	10%	Across the term
2	Mid Term Examination	30%	As per Schedule
3	Field Work and Presentation	20%	4- 9
4	End Term Examination	40%	As per Schedule

Individual Class Assignment (10%)

Each student must submit hand written copy of assignment on the topic given to them on or before the deadline

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 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.

Field-Work Report (20%)

The following are required in field-work

1. Class will be divided into groups of 6 students each
2. Each group will be assigned a topic for preparation of report. The report needs to be submitted by the given date
3. A group presentation has to be given on the report submitted in front of the class during the classroom session

Term 2 Test (20%)

Term 2 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' 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	Understanding Ethics, its need in social life and Business	Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical Principles in Business;	Instructor notes	
2	Evolution and nature	Evolution of Indian ethos/ethics, Cross culture travelling of ethics – lessons from the Gita, contributions by the wise people and social reformers- their relevance in present day. Theories of Ethics, Absolutism versus Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD)	Instructor Notes	
3	Ethics and Business Law	Business Ethics and Laws. – Weights & Measures Act, FSSSA, Drug Prices Control, Fertilizer Control Order, Law of Competition, Companies Act, Consumers' Protection Act etc. Professional Ethics for Medical Practitioners, Chartered/Cost Accountants/Advocates . Managing Ethical Dilemma; Characteristics, ethical decision	Instructor Notes	

		making, ethical reasoning, the dilemma resolution process; ethical dilemmas in different business areas of finance, marketing HRM and international business,		
4-5	Ethical Culture in Business Organisation	Ethical Culture in Organization, Developing codes of Ethics and conduct, Ethical and value based leadership. Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Indian Heritage in Business, Indian v/s Western Management, Work Ethos and Values for Indian Managers	Instructor Notes	
6-7	Value-based Management	Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders. Trans-Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture, Stress Management	Instructor Notes	
8-10	Indian System Learning and Ethics	Indian Systems of Learning- Gurukul System of Learning , Laws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection-Corporate Karma Leadership. Role of scriptures in understanding ethics, Indian wisdom & Indian approaches towards business ethics, Management Lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra	Instructor notes	

Course Coordinator: Prof. Gobinda Gopal Mitra Date: December24,2019



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18M11BHR02: Organization Structure and Design Trimester III January 06– April 04, 2020 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. The same will be communicated in the class in advance.

Course Credit:

2

Learning Facilitator:	Dr. Rajnish Kumar Misra
Target learners:	MBA (2019-21 Batch), Trimester-III
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:	0120 - 2400974 Ext 471
Email ID:	rajnish.misra@jiit.ac.in

1. Course Introduction:

Emergence of organization structure is important for carrying out various tasks and activities for successful business units. This course takes the students through evolution of organization, related theories and formation of organization structure. Further it also takes a preview of emergence of culture and other macro perspectives while integrating the individuals and groups existing in the organization.

2. Course Objective:

The objective of this course is to make the student:

- To familiarise students with the organisational design parameters.
- To understand organizational structure, processes and organisational effectiveness.
- To gain insights into organisational designs and implications for managerial behaviour.

3. Course Outcome:

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

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Understand the concept of design options and parameters in designing various forms of effective organizations.	3	2	1	1				2	3
Apply various design options and parameters in different forms of organization structure.	3	2	3	1				2	
Evaluate the organization structure and align with strategy, size, culture and power dynamics.	3	3	3	1	2	1			
Design and develop structure in future business organizations.	3	3	3	3	2	3	3		3
Average	3	2.5	2.5	1.5	2	2	3	2	3

4. Pedagogy

The course will involve classroom discussion, experiential activities and examples from actual organizations to illustrate how systems are implemented.

5. Text Book: Recommended Books/ Text

Robbins, S.P. & Mathew, M. (2010): Organisation Theory: Structure, Design and Applications - 3rd Edition, Prentice-Hall of India.

6. Additional Reading and books:

- Mintzberg, H. (2005): Structure in Fives: Designing Effective Organisations - Prentice Hall.
- Daft, R.L. (2011): Organization Theory and Design – Cengage Learning (Thomson Publishing).
- Jones, G.R. (2011): Organization Theory, Design and Change - Pearson Education.

7. MOOC Registrations: Swayam Portal- Organizational Design: Creating Competitive Advantage Begins – 31-Jan-2020

Duration- 8 weeks

8. 1. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative date of completion
1	Case study Analysis	10%	(08/02/2020) (01/04/2020)
2	Quiz	10%	(05/02/2020) (25/03/2020)
3	Project	10%	20/03/2020
3	Mid Term Test	30%	18/02/2020
4	End Term Test	40%	06/04/2020

Case study Analysis (15%)

There will be small cases given to the students within the class for analysis. The analysis test will be conducted at the end of 5th week.

Quizzes (15%)

Quiz will be administered on all the chapters covered from the text book thrice during the term.

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.

9. Session Plan

Sessions	Topics	Readings / Reference (chapters to be discussed)	Text book Cases No / Assignments
1 – 3	Organization Basic definitions, evolution (type 1,2,3,4), processes and organizational effectiveness.	@ Chapter 1, 2, & 3	The Infosys Story.
4 –7	Determinants of Organization Structure Design Parameters – Formalization, Span of control, Centralization v/s Decentralization, Complexity; Causes of Structure – Strategy, Organization size, Technology, Environment, Power-control.	@Chapters 4, 5, 6, 7, 8, & 9 # HBS Case: Apex Corp	1. Information systems at Mrs. Field's Cookies 2. Sears tries to stop its market-share slide 4. Hands-off management at Dover corporation
8-10	Organizational Types Simple structure, machine bureaucracy, professional bureaucracy, Adhocracy & Divisional Structure. Virtual organization, Boundary less organization, why do structures differ. Network structure, CFT, matrix & galactic structure etc. Mintzberg theory.	@Chapters 10, 11, & 12 # HBS Case: Calveta Dining Services Inc. – Recipe for Growth	5. Ford versus the General 17. The structural evolution of BIOCON
11-12	Organizational Change and Development Forces for change, Planned Change, Resistance to change, Organizational	@Chapter 14 & 17	Change management at ICICI Video: Eagle Change



