

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

Business Sustainability: 17M11BGM16

Trimester VI

Jan – Feb, 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. S. Suresh
Target learners:	MBA (2018-20 Batch), Trimester-VI
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
Phone:	0120 - 2400974 Ext 476
Email ID:	s.suresh@jiit.ac.in

1. Course Introduction

In a world, where every action of a corporate cannot be controlled by law, ethics becomes important. The last decade of the twentieth century and the beginning of the twenty first century has been tumultuous for the corporate world. Business has been regularly rocked by scandals & corruptions due to widespread unethical practices of managers. Sustainability ensures that we are able to meet our present needs without hampering our posterity's ability to meet their needs. Ethics is the study of situations, activities & decisions, where issues of 'right' and 'wrong' are addressed. Ethics becomes important because of its un-enforceable nature, unlike law. Ethics is a subject of constant evolution and is highly influenced by the context. It becomes imperative to study business ethics in a modern and globalised world bereft with unethical practices leading to loss of public confidence on business organisations & associations for self-control. Business ethics is also important in that, it should breed sustainable business practices across organisations. Ethical business practices should ensure that sustainability is achieved in terms of economical, social & environmental aspects related to the business.

2. Course Objective

The overall objectives of this course will be to make the students aware of the critical importance of ethics and sustainability for a progressive and perpetual world. Students will be exposed to principles and importance of ethical and sustainable behaviour in business. The students will also be introduced to some of the corporate practices exemplifying ethical and sustainable conduct of business. The area of developing an ethical code of conduct for the business will also be dwelled upon.

3. Course Outcomes

Course Name & Code		CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Business Sustainability; 17M11BGM16	C126.1	Understand the theories and principles of business sustainability	3	1	2	1					3
	C126.2	Apply concepts of business sustainability	3	3	3	2					3
	C126.3	Analyse business problems and provide sustainable solutions.	3	3	3	2					
	C126.4	Create plan for sustainability of business	3	3	3	3				3	
	C126	Average	3	2.5	2.8	2	###	###	###	3	3

4. Evaluation Details

S. No.	Component	Weightage	Tentative Completion Week
1	Research Project	10%	4
2	Quiz	10%	2
3	Assignment	10%	3
4	Mid Term	30%	3
5	End Term	40%	6

Research-Project (10%)

A group project where you will have to select an organisation, in consultation with the faculty, and study the environmental sustainability initiatives of the organisation. You will also have to look at the CSR initiatives of the organisation aimed at bringing social sustainability & equality.

Assignment (10%)

You are required to study the ethical code of the organisation chosen for the previous project. The two together will be submitted in a report of about 20 pages (A4, single line spacing in Times New Roman font) first 15 pages dedicated to the research project and the next 5 to assignment.

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.

5. Pedagogy

The course will be a blend of lectures, presentations, case discussion, class assignments and group research projects.

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

6. Text Book:

Business Ethics, 3rd edition (South Asian Edition), by Andrew Crane & Dirk Matten, Oxford University Press – New Delhi. ISBN: 978-0-19-969759-5 (herein referred as Crane & Matten).

7. Session Plan

Session No.	Theme	Topic	Book Chapter	Cases/Activities
1	Business Sustainability	-Triple Bottom Line Environmental Perspectives -Economics Perspectives -Social Perspectives	Chapter 1	Case : Global McEthics Page 34-37
2-3	Corporate Responsibility, Stake holders and Citizenship	-Corporate Social Responsibility - Stakeholder theory -Corporate Citizenship -Corporate Transparency	Chapter 2	Case: Cola Kids of El Salvador Page 70-75
4	Evaluating Business Ethics	-Normative Ethical Theories - Alternative Perspective on Ethical Theory	Chapter 3	Case: The business of water Page 114 to 117
5	Management of Business Sustainability	Tools and Techniques of Sustainable Management	Chapter 5	Case: Siemens – engineering change in anti corruption
6-7	Making Decisions for Sustainability	-Models of Ethical Decision Making	Chapter 4	Case: Culture: What Volkswagen, Tesco

		<ul style="list-style-type: none"> -Individual influences on ethical decision making -Situational influences on Decision Making 		and BP have in Common Page 142-143
8	Shareholders and Business Sustainability	<ul style="list-style-type: none"> - Share holders as Stakeholders -Corporate Governance 	Chapter 6	Case: Corporate Governance of Professional Football Clubs: for Profit or for Glory. Page 247 to 253
9	Employees and Business Sustainability	<ul style="list-style-type: none"> -Employees as Stakeholders -Firm-Employee Relation 	Chapter 7	Case: The Expendables Migrant labor in the global workforce Page 207 to 301
10	Consumers and Business Sustainability	<ul style="list-style-type: none"> - Consumers as Stakeholders - Ethical issues, marketing and the consumer 	Chapter 8	Case: Targeting the poor with microfinance: hype or hope for poverty reduction Page 340 -345
11	Suppliers, Competitors and Business Sustainability	<ul style="list-style-type: none"> -Suppliers and Competitors as Stakeholders -Ethical Issues and Suppliers -Ethical Issues and Competitors 	Chapter 9	Case: Uzbek Cotton: a new spin on responsible sourcing? Page 389-393
12	Civil Society and Business Sustainability	<ul style="list-style-type: none"> - CSOs as Stakeholders -CSOs and Ethical issues -CSO Accountability 	Chapter 10	Case: From Conflict to Collaboration? Greenpeace's Greenfreeze Campaign Page 435-439
13	Govt. Regulation and Business Sustainability	<ul style="list-style-type: none"> - Government as Stakeholders - Ethical issues in relation between government and business organisation 	Chapter 11	Case: Managing the ethics of censorship and surveillance where next for the Global Network Initiative? Page 478-483
14	Sustainability in International Trade Ethics in Environment	<ul style="list-style-type: none"> Climate change and Poverty Conserving Depletable Resources 	Chapter 3 (Business Ethics : Velasquez)	Video based discussion on Ethics in International Trade

15	Green Economy and Sustainable Development	Benefit of Green Economic Policies Green Economy and Social and Economic Justice	Chapter 12 (Introduction to Sustainable Development- Martin J.Ossewaarde)	Case: Green Economy Promise for the Maldives
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Course Coordinator:

Dr. S. Suresh Date:

January, 2020



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17M12BAF13: Project Appraisal and Financing

Trimester VI

Jan 6 – February 16, 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. Rahul Sharma
Target learners:	MBA (2018-20 Batch), Trimester-VI
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, Fourth Floor
Meeting Time:	Wednesday and Friday between 3-5pm

Phone: 0120 - 2400974 Ext 474

Email ID: rahul.sharma@[jiit.ac.in](mailto:rahul.sharma@jiit.ac.in)

1. Course Introduction

Before starting any project (business) every entrepreneur has to first analyze regarding the financing of his project. This needs to be a meticulous analysis. It has to be a very scientific research oriented effort. Project report must be made with an aim that the appraisal of the project and its financing becomes easy and smooth. Project appraisal is the evaluation of the project by the concerned appraising authority in terms of its technical, economic, financial and social viability. Every lending financial institution before lending would like to make an objective assessment of the various propositions of the project. And only when it is absolutely satisfied of the fact that the project is economically viable and socially acceptable, it will lend finance to the project.

2. Course Objective

- To provide an understanding of key principles and techniques for evaluating capital expenditure proposals.
- To study different ways of improving project appraisal and capital budgeting practices in various areas.

3. Course Outcome

After successful completion of this course students will be able to:

CO Code	Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C152.6.1	Understand the process of project appraisal. (BTL-2)	3	2	1	1			1		3
C152.6.2	Apply concepts of management in project appraisal. (BTL-3)	3	3	3	3	3		2	3	3
C152.6.3	Evaluate available options based on the concepts of project appraisal. (BTL-5)	3	3	3	2	3		2		1
C152.6.4	Create business plan on the basis of learning of the course. (BTL-6)	3	3	3	3	3	3	3	3	1
C152	Average	3	3	3	2	3	3	2	3	2

4. Pedagogy

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

5. Text Book:

- Ambrish Gupta. Projects Appraisal and Financing, PHI Learning Private Limited, Delhi-110092, ISBN: 978-81-203-5275-9.

6. Additional Readings and References:

- Prasanna Chandra. Projects: Planning, Analysis, Selection, Financing, Implementation, and Review, Eighth edition, McGraw Hill Education, New Delhi, ISBN-13: 978-93-329-0257-2.
- John D. Finnerty, Project Financing, Wiley India Pvt. Ltd., New Delhi.

7. Evaluation Details:

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

7.1 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.

7.2 Project (15%)

Students are required to work on different topics which will be given by the learning facilitator to each group in the class. A detailed report will be submitted to the learning facilitator on or before **February 8, 2020**. There will be three members in each team. The detail regarding the project will be announced in the class.

Students are required to submit a project report (on the assigned projects) with supporting documents for its appraisal. Following points need to be considered while preparing this report:

- a. Project at a Glance
- b. Company Background
- c. Promoters' Background
- d. Organisation Chart
- e. Details of Proposed Product/s
- f. Market Selling Arrangements
- g. Technical Details
- h. Statutory Clearances/ Government Consents Needed
- i. Cost of Project
- j. Means of Finance
- k. Key Financial Details.

7.3 Assignments (15%)

Students are required to work on following assignments and required to present and submit the same to the learning facilitator in the class on or before **February 4, 2020**.

Scan the websites of at least two states of your choice (state selected should be different from each other). Find out the incentives that they offer to new businesses. Try to find out the rationale of those incentives in the context of the state of economic progress in the respective states. Offer your suggestions for improving the industrial climate in those states through specific additional measures of government support.

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	Topic Coverage	Text Book Chapter	Cases/Activities/ Exercises
1	Introduction to Project Appraisal	Project, Capital investments, Implications of Capital Investment, Economic Activity, Execution and Benefits spread over a long term period and subject to uncertainties.	1	Discussion on Tanishq: A Sparkling Journey
2	Assessment and Appraisal of Promoters and Management	Purpose of Assessment and Appraisal, Appraisal by Lending Institutions, Role of Nominee Directors, Significance of Appraisal and its impact on Project's Means of Financing and Profitability.	2	Discussion on Reliance Industries Limited
3	Screening of Project	Identification of a Project, Systematic Approach to Generating Ideas, Monitoring the Environment, Appraisal of Individual/ Corporate Strengths and Weaknesses, Preliminary screening, Identification of Project, The Project Cycle.	1 & 3	Discussion on https://www.youtube.com/watch?v=FLNfOyT3Q
4 & 5	Market Analysis, Demand Forecasting and Product Pricing Decisions	Purpose of Market Analysis, Steps in Market Analysis, Collection of secondary information, Market Appraisal by Lending Institutions, Demand Forecasting, Significance of Demand Forecasting, Product Pricing, Target Pricing, Market Led Pricing based on Target Costing, Influences on Product Pricing.	3, 4 & 5	Discussion on Learning from Tata's Nano
6 & 7	Technical Analysis and Appraisal	Purpose of Assessment and Appraisal of Technology and Know-how Selection, Issues Related to Technology and Know-how, Modes of Acquisition of Technology, Evaluation and Choice of Technology by the Promoters, Significance of Assessment and Appraisal of Technology and Know-how Selection and Its Impact on Project's Cost and Profitability.	6	Discussion with respect to Cement Industry

8 & 9	Infrastructural Facilities and Inputs of Production	Purpose of Technical Analysis and Appraisal, Identification and Assessment of Requirements of Infrastructural Facilities, Manpower Requirement, Training and Housing, Raw Materials, Utilities, Ecology and Pollution Control, Implementation Schedule, Estimation of the Life of the Project, Key Appraisal Criteria.	7	Discussion
10 & 11	Estimation of Cost of Project and Sources of Project Finance	Basic Input for Financial Analysis, Assessment of Components of Cost of Project, Sources of Finance.	8 & 9	Discussion
12 & 13	Capital Subsidies and Incentives Available to New Projects and Taxation	Fiscal Incentives Available under the Income Tax Act, Subsidies and Incentives as per North East Industrial and Investment Promotion Policy (NEIIPP) 2007 of the Central Government, Select Subsidies and Incentives for New Projects at State Government Level, Influence of Incentives on Project Selection.	10	Flip Class Mode
14	Capital Structuring and Arrangement of Means of Finance	Approach to Capital Structure, Lending Institutions' Norms, Public Issue Eligibility Conditions of SEBI, Listing Norms of Stock Exchanges, Other Considerations.	11	
15 & 16	Projected Financial Statements and Financial Analysis	Projected Financial Statements: General Institutional Norms, Developing the Assumption Base, Steps Involved in Financial Projections.	12	
17 & 18	Overall Financial Analysis	Primary Evaluation Criterion, Comprehensive Ratio Analysis.	13	
19	Venture Capital and Private Equity	Venture capital (VC) investors, What is a VC investment (VCI)? What makes a VCI different? The VCI appraisal process, VC Vs PE (private equity), Indian VC industry, Regulatory aspects of VC, Concerns of the Indian VC industry, How to approach a VC?		Discussion on Prasann Chandra 18 & 20
20	Project Report	Contents of a Project Report.	15	Flip Class Mode

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Course Coordinator: Dr. Rahul Sharma

Date: January 6, 2020

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NOIDA, 201 307 India

17M12BAF17: International Financial Management

Term – VI, January 6 to February 16, 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. Rahul Sharma

Target learners: MBA (2018-20)
Faculty Office: Aryabhata Bhawan - II, Fourth Floor
Walk-in Hours: 3:30-5:00PM or by appointment

Phone: 0120 - 2594474

Email ID: rahul.sharma@jiit.ac.in

Adopted Text
Multinational Business Finance,
David K. Eiteman, Arthur I. Stonehill and Michael H. Moffett,
Pearson Education, New Delhi.

References:
International Business,
Rakesh Mohan Joshi, Oxford University Press, New Delhi

International Corporate Finance,
Jeff Madura, Thomson Press, New Delhi.

INTRODUCTION

International Finance concerns itself with aspects of financial planning and investment in financial assets in the global scenario in this age of free trade and increasing internationalisation. The subject is aimed at providing insight to the various analytical techniques required to take decisions involving foreign exchange, hedging, and an understanding of foreign exchange markets and monetary systems. The course also provides background of international trade, factors governing exchange rates and new developments taking place in terms of various financial instruments in vogue.

COURSE OUTCOME

After successful completion of this course students will be able to:

CO	Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	Understand the concepts and procedures of international finance.	3	2	1	1			1		3
2	Apply various issues relating to foreign currency and its effect on international trade.	3	3	3	1	3		2		3
3	Evaluate financial framework for international business.	3	3	3	2	3		2		1
4	Combine various issues strategically with broader context of international finance.	3	3	3	3	3	3	3	1	1
Average		3	3	3	2	3	3	2	1	2

GRADE COMPONENTS

S. No.	Components	Weightage (%)
1	Mid-Term Test	30
2	Surprise Quiz (During Last Two Weeks)	15
3	Project (February 4, 2020)	15
4	Term Test	40
Total		100

SESSION PLAN:

Session No.	Session Topic	Readings	In-class Exercise
1 & 2	International Monetary System: The International Monetary System, Contemporary Currency Regimes, Emerging Markets and Regime Choices, The Euro, Exchange Rate Regimes: What Lies Ahead?	Chapter 3 (Text Book) Article: The Bretton Woods System of Exchange Rates https://www.youtube.com/watch?v=wJP2IWk4mW0	PP 1, 2 & 8
3 & 4	The Balance of Payments: Fundamentals of BOP Accounting, India's BOP, Performance of the Indian Economy, BOP Developments, Capital Mobility, Capital Account Convertibility in India, Tarapore Committee on Capital Account Convertibility in India.	Chapter 4 (Text Book) Book Chapter: Reading a Balance of Payments Statement Article: Reading a Balance of Payments	PP: 10,11, 12 & 13

5 - 8	Foreign Exchange Markets: Geographical Extent of the Foreign Exchange Market, Functions of the Foreign Exchange Market, Market Participants, Transactions in the Interbank Market, Size of the Market, Market for Indian Rupee, Indian Foreign Exchange Market, Foreign Exchange Rates and Quotations	Chapter 6 (Text Book)	Discussion
9 & 10	International Parity Conditions Prices and Exchange Rates, Interest Rates and Exchange Rates.	Chapter 7 (Text Book)	Discussion
11 – 14	Foreign Exchange Rate Determination The BOP Approach, The Asset Market Approach to Forecasting, Disequilibrium: Exchange Rates in Emerging Markets, Forecasting in Practice.	Chapter 10 (Text Book)	PP: 1 & 2
15	Transaction Exposure Types of Foreign Exchange Exposure, Why Hedge? Measurement of Transaction Exposure, Techniques for Management of Transaction Exposure in India, Strategy Choice and Outcome, Risk Management in Practice.	Chapter 11 (Text Book)	Discussion
16	Translation Exposure Overview of Translation Methods, Managerial Implications, Managing Translation Exposure	Chapter 12 (Text Book)	Discussion
17 & 18	Global Cost and Availability of Capital Dimensions of the Cost and Availability of Capital Strategy, Weighted Average Cost of Capital, the Role of International Portfolio Investors, and the Cost of Capital for MNEs Compared to Domestic Firms.	Chapter 14 (Text Book)	Discussion, PP: 1
19	Foreign Currency Derivatives Foreign Currency Futures, Currency Options, Option Pricing and Valuation, Derivatives Trading in India, Foreign Currency Derivatives in India, Currency Swap Market in India.	Chapter 8 (Text Book)	PP: 2 & 7
20	Interest Rate and Currency Swaps Interest Rate Risk, Management of Interest Rate Risk, Counter Party Risk, Interest Rate swap in India.	Chapter 9 (Text Book)	



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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 Moderration 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 Performance	Job Analysis, Job design, Job specialization, Job rotation, Job loading, Job security, Job enrichment, Job enlargement, Job sharing, Job satisfaction	Reading material	Presentation
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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17M12BMM14: SALES AND DISTRIBUTION MANAGEMENT

Trimester VI

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. Charu Sijoria
Target learners:	MBA (2018-20 Batch), Trimester-V
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](tel:0120-2594481)

Email ID: charu.sijoria@jiit.ac.in

2. Course Introduction

Sales and Distribution Management, as a composite function of marketing, focuses on the development of sound sales and distribution strategy, the management of marketing channels, and sales force management in a business organization.

3. Course Objective

The learning objectives of this course are:

- To provide a customer centric approach to the sales and distribution function.
- To provide perspective that will result in effective managerial decision making.

4. Course Outcome

At the end of this course, students will:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Comprehend sales management concepts and selling process.	3	1	1	1	1	1			3

Apply concepts, tools and techniques of selling and distribution in real life scenario.	3	3	3	3	2	1			3
Examine the processes adopted by sales management for recruitment, training, motivation and compensation.	3	3	3	3	2	2		2	1
Assess logistics in sales and distribution channels.	3	3	3	1	2	2		2	1
Develop strategies for sales and channel management.	3	3	3	3	3	2	2	2	3

4. Pedagogy

The course will involve a healthy balance of classroom discussion and experiential activities, which will generally include a mixture of lectures, class-room activities, group work, role play and case-study discussions.

5. Text Book

- Tapan K. Panda and Sunil Sahadev (2011). Sales and Distribution Management (3rd ed.). Oxford University Press: New Delhi.

6. Additional Readings and References:

- Krishna K Havaladar and Vasant M Cavale (2012), Sales and Distribution Management-Text and Cases (2nd Edition). Mc Graw Hill.
- Pingali Venugopal (2008), Sales and Distribution Management: An Indian Perspective (1st ed.). Sage: New Delhi.

7. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	Quiz	10%	3 rd -7 th
2	Project/ Assignment	20%	7 th
3	Mid Term Test	30%	4 th
4	End Term Test	40%	8 th

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 work on a 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	Cases/Activities/
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			Chapter	Exercises/MOOC/Online resources/Videos
1-2	Introduction to Sales Management	Sales Management concepts, Personal Selling, Difference between Selling and Marketing, Emerging Trends	1, 2	Lecture
3	The Selling Process	Pre-Sales preparation, Sales presentation, Closing the sales, Follow-up action	3	Case Study: Wizer Technologies Source: Text Book
4-5	Managing Sales Information	Forecasting Market Demand, Trend projections, Factors affecting selection and forecasting methods	4	Practice Problems
6-7	Sales Force Automation	SFA, CRM Types of Sales force Automation Tools	5	Case Study: Godrej Source: Text Book
8	The Sales Organization	Organizational principles and Design, Key Account sales, Sales Process Automation	6	Case Study: Designing a Sales Organization Hindustan Unilever Ltd. Source: Text Book
9-10	Territory Management	Sales Territories, Size and allocation of Sales Territories, Designing a Sales Territory, Use of Information Technology	7	Practice Problems
11-12	Management of Sales Quota	Sales Quota- Types, Methods, Problems	8	Case Study: Videocon Source: Text Book
13-14	Recruitment and Selection of Sales Force	Hiring Process, Planning, Recruitment and Selection	9	Case Study: Pantaloon Parade Source: Text Book
15	Training the Sales Force	Objectives, Theories and Principles of sales Training	10	Class Discussion
16	Sales Force Compensation	Objectives of a Sales Force Compensation Plan, Characteristics and Factors influencing an effective Sales force compensation plan	12	Designing a compensation plan
17-18	Distribution Channel Management	Activities performed by Distribution channels, Intermediation, Value Enhancement through the Distribution function, Distribution Channel Strategy	15	Activity: Analyze Distribution Channel Management of any Business Organization
19-20	Designing Customer Oriented Marketing Channels	Capturing Customer Requirements, Conceiving the channel flows, Linking Service output objectives to channel flows, Retail Management	16, 21	Activity: Designing the ideal Channel and Channel Establishment Plan

Course Coordinator: Dr. Charu Sijoria

Date: January 4, 2020



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**17M12BOM21: Sales & Operations
Planning Trimester VI
January 06 – February 15, 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. Vishal Gupta
Target learners:	MBA (2018-20 Batch), Trimester-VI
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, 3rd Floor
Meeting Time:	By Appointment
Phone:	0120 - 2400974 Ext 486
Email ID:	vishal.gupta@jiit.ac.in

1. Course Introduction

Sales and Operations Planning (S&OP) is at the heart of balancing supply and demand and is essential for aligning

the company around a common financial, demand and supply chain. Using structured S&OP can enable organizations to develop a cross-functional collaborative approach to forecasting, make better decisions on production sourcing and inventory by taking service and lead-time trade-offs into account, and recast the warehousing of products with better data.

2. Course Objectives

This course intends to make students aware of the concepts and application of operations concepts in aggregate operations planning. The broad objectives of this course are to familiarize students with:

- Explain the role of sales and operations planning
- Application of the S&OP process in the working environment
- Understand and apply forecast error analysis
- Evaluate quantitative forecasting methods
- Understand the process of tracking forecast error
- Explain and apply the aggregate planning process
- Review and assess alternative planning strategies

3. Course Outcome

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

CO Code	CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C154.13.1	Understand key concepts, theories, models and tools used in Sales and Operations Planning in both manufacturing and service sectors.	3	1	2	2	1	1			3
C154.13.2	Apply key concepts, theories, models and tools used in Sales and Operations Planning into real life business situations.	3	2	2	2	1	2			3
C154.13.3	Analyse Sales and Operations Planning related business issue and devise a strategy and action plans.	3	2	2	2	1	2			2
C154.13.4	Assess strategic options in Sales and Operations Planning in terms of models, implementation approach and relative merits and demerits.	3	2	2	2	1	2			3
C154.13.5	Develop strategies and practical solutions to modern day business challenges.	3	2	2	2	1	3	3	3	3
C154.13	Average	3	1.8	2	2	1	2	3	3	2.8

4. Pedagogy

1. The course will involve a healthy balance of classroom discussion and experiential activities which will generally include a mixture of lectures and research projects.
2. Papers will also be assigned during the semester, and instructor notes will be available.

5. Text Book:

Core Textbook

Wallace, Thomas, F., and Stahl, Robert, A., Sales & Operations Planning – The How To Handbook, 3rd Edition, T.F. Wallace & Company, 2008

Introduction to Material Management 6th Edition ISBN 9780132337618 by Arnold, J.R. Tony, Chapman, M. Clive Lloyd.

6. Additional Readings and References:

- Operations Management by William J Stevenson; Indian edition, 12e. The McGraw Hill Companies, New Delhi.
- Mahadevan B, "Operations Management – Theory and Practice", (2007), Pearson Education South Asia.

- Chase Richard B, Jacobs F Robert & Agrawal Nitin K: “Operation Management – For Competitive Advantage” Latest Edition, the McGraw Hill Companies, New Delhi.
- MOOC on Inventory Management - https://swayam.gov.in/nd1_noc20_mg17/preview
- MOOC on Sales and Distribution Management - https://swayam.gov.in/nd1_noc20_mg13/preview
- MOOC on Operations Management - https://swayam.gov.in/nd2_imb20_mg15/preview
- MOOC on SCM - https://swayam.gov.in/nd2_cec20_mg11/preview
- MOOC on Project Management - https://swayam.gov.in/nd2_cec20_mg07/preview

7. Evaluation Details:

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

Research Project and Presentation (20%)

Students have to make a group of 2 students 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 4th week of the trimester – VI positively. The same will be evaluated and feedback provided during the scheduled presentations in class

Case Analysis (10%)

The students will be 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.

Mid Term Exam (30%)

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

End Term Exam (40%)

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

8. Session Plan:

S. No.	Topics	Chapter/ Readings	Cases/Activities/Exercises
1-2	Introduction to S&OP <ul style="list-style-type: none"> • What is Sales & Operations Planning? • The Terminology Shift • What Are the benefits? • Why Is Top Management Necessary? 	Chapter 1	Case 1: The Procter & Gamble Company (Pg. No. 13)

	<ul style="list-style-type: none"> • Attributes, objectives and benefits of S&OP • How Does Executive S&OP Connect the Pieces? 		
3-5	Inputs to S&OP <ul style="list-style-type: none"> • Demand Input: Sales Forecasting 	Chapter 4	Case 2: Whirlpool Corporation (Pg. No. 114)
6-8	Inputs to S&OP <ul style="list-style-type: none"> • Supply Input: Resource Planning • Demand/Supply Strategies 	Chapter 4	Case 3: Eli Lilly (Pg. No. 36)
9-11	The Aggregate planning process <ul style="list-style-type: none"> • The Monthly Executive S&OP Process • Building and working with S&OP grids and graphs • The determination of the likely outputs to the process • Managing the output from the S&OP process 	Chapter 5	Case 4 : Report from the Field: Worldwide Support Group (Pg. No. 138)
12-16	Developing a Master Schedule & MRP <ul style="list-style-type: none"> • Material Requirements Planning (MRP) • Material Requirements Planning (MRP II) • Inventory Management - EOQ models, Inventory management Systems, Safety stocks, Service level, distribution inventory 	Chapter 4, 10, 11 (IMM)	Case 5 : Apix Polybob pg. 108 (IMM Book) Exercises
17-20	Where Does Executive S&OP Fit? <ul style="list-style-type: none"> • How Does Executive S&OP Interact with ERP? • How Does Executive S&OP Support Supply Chain Management? • How Does Executive S&OP Support Lean Manufacturing? 	Chapter 2	Case 6. Bad Day at Acme Widget (pg. No. 21)

Course Coordinator: Dr. Vishal Gupta

Date: January 06, 2020

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18M12BBA18: SURVEY ANALYTICS

Term – VI, January 6 to February 15, 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 advance.

Learning Facilitator: Prof. Ajit Kumar
Target learners: MBA (2018-20)
Faculty Office: Aryabhata Bhawan - II, Fourth Floor
Walk-in Hours: 3:30-5:00PM or by appointment

Phone: [0120 - 2594476](tel:0120-2594476)

Email ID: ajit.kumar@jiit.ac.in

Adopted Text: Complex Surveys, Thomas Lumley, Wiley

References: Online references

INTRODUCTION

The course is designed to serve as a practical guide to analyzing complex surveys using R software.

COURSE OUTCOME

After successful completion of this course students will be able to:

CO	Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	Understand the concepts of survey design and analysis.	3	3	3	1	3		1		3
2	Make use of the methods and rules to analyse complex survey.	3	3	3	1	3		2		3
3	Analyse and process survey-based data.	3	3	3	2	3		2		1
4	Develop complex survey designs.	3	3	3	3	3		1		1
Average		3	3	3	1.75	3		1.5		2.5

GRADE COMPONENTS

S. No.	Components	Weightage (%)
1	Mid-Term Test	30
2	Surprise Quiz (During Last Two Weeks)	15
3	Project (February 14, 2020)	15
4	Term Test	40
Total		100

SESSION PLAN:

Session No.	Session Topic	Readings	In-class Exercise
1 & 2	Introduction to Complex Survey: What is complex survey? Why do we need complex survey? The significance of complex survey in the era of big data. Real surveys	Chapter 1 (Text Book)	Discussion
3 & 4	Basic Tools: Usage of R software to analyze any dataset. Different useful packages for the analysis of complex surveys. Sampling weights, Design effects, Reading plain text data	Chapter 1 (Text Book)	PP: 10-14
5 - 6	Handling of Missing Data: How to handle missing values in R software. Effect of missing values on overall estimation.	Chapter 1 (Text Book)	PP: 193-199
7-8	Simple Random Sampling: Design of Simple Random Sampling using R; Applying SRS design to analyze "API" dataset.	Chapter 2 (Text Book)	PP: 17-20
9 & 10	Stratified Sampling: Design of Stratified Sampling using R; Applying Stratified Sampling design to analyze "API" dataset.	Chapter 2 (Text Book)	PP: 21-25
11 - 14	Cluster Sampling: Design of Cluster Sampling using R; Applying Cluster Sampling design to analyze "API" and/or "election" dataset.	Chapter 3 (Text Book)	PP: 39-46
15	Graphics for Survey Datasets: Various advanced graphics techniques for survey	Chapter 4 (Text Book)	PP: 57-76

	datasets; use of Forest Plot, four-fold plot; use of map tools		
16	Two-phase Sampling: Design issues related to two-phase sampling: Multistage and multiphase sampling for stratification	Chapter 8 (Text Book)	PP: 157-159
17 & 18	Regression Analysis: Usage of linear regression in complex survey analysis; The least-squares slope as an estimated population; Regression estimation of population totals	Chapter 5 (Text Book)	PP: 83-90
19	Post-stratification: Need for post-stratification; how to perform post-stratification in R	Chapter 7 (Text Book)	PP: 136 - 138
20	Raking and Calibration: Generalized raking, GREG estimation, and calibration; Calibration in R	Chapter 7 (Text Book)	PP: 139 - 146

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**18M12BIB15: International Business Strategy
MBA-Trimester– VI (2018-2020)**

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 class environment but will communicate the changes in the class and in advance.

Course Credit:	3
Learning Facilitator:	Dr. Shriram A. Purankar
Target learners:	MBA (2018-20 Batch), Trimester-VI
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, Fourth Floor
Meeting Time:	By Appointment
Phone:	0120 - 2400974 Ext 474
Email ID:	shriram.purankar@jiit.ac.in , purankar@gmail.com

Course Description:

In the current business environment, firms face a huge array of choices regarding which geographic markets to enter, locations for key activities, ways of organising international business, and processes for managing across borders. Global Markets and Competition course provides students with conceptual tools that aid in understanding key global strategy and organization design issues facing managers in the 21st century. The aim of the course is to prepare students to manage effectively in today's interconnected world, by understanding the rapidly-changing environment, the principles of global strategy, and the relationship between global strategy and global organization.

Course Outcomes:

S.No	Description	Cognitive Level (Blooms Taxonomy)
1	Understand and explain concepts and theories from literature concerning global business strategy	Understand Level(Level 2)
2	Apply frameworks and theories of international business to analyse business situations and make sound strategic decisions in the international business context	Apply Level (Level 3)
3.	Evaluate the benefits and risks associated with different strategies for doing business internationally.	Evaluate Level (Level 5)
4.	Discuss business analysis and strategy proposal clearly and professionally while working collaboratively to complete a task.	Create Level (Level 6)

Learning Tools

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

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

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.

Text Book

Daniels , Radebaugh et.al. (2018), International Business (16th Edition), Pearson India

Additional Readings and References:

Mike W. Peng, Dheeraj Sharma (2017), Global Business – A South Asian Perspective, Publisher Cengage India

Assessment Details

Assignments (30%)

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

Mid-Term Test (30%)

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

End-Term Test (40%)

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

Session Plan

Session	Topic	Readings/Chapter	Case Studies	Activities
1-3	The Strategy of International Business	Chapter 12 (Prescribed Textbook)	<p>Case: Zara's Disruptive Vision</p> <p>Case: TCS shows how Indian MNCs grow and sustain their competitive advantages abroad</p> <p>Case: Multinationals Enterprises of the Future</p>	<p>Debate: Is Strategy Planning Productive</p> <p>Looking into the Future: Digits, Widgets and Changing Location Advantages</p>
4-6	Country Evaluation and Selection	Chapter 13 (Prescribed Textbook)	<p>Case: Burger King</p> <p>Case: Carrefour</p>	<p>Debate: Should Companies Operate in and Send Employees to violent areas</p> <p>Looking to the Future: Conditions that may cause Prime Locations to Change</p>
7-8	Export and Import	Chapter 14 (Prescribed Textbook)	<p>Case: SpinCent: The Decision to Export</p> <p>Case: The Borderfree Option – Going Global – Simplified</p>	<p>Debate: Exporting E-waste - A Fair Solution</p> <p>Looking to the Future: Technology Transforms International Trade</p>
9-10	Direct Investment and Collaborative Strategies	Chapter 15 (Prescribed Textbook)	<p>Case: Melia Hotels International</p> <p>Case: Amazon and Flipkart in India</p> <p>Case: The Oneworld Airline Alliance</p>	<p>Debate: Should Countries Limit Foreign Control of Key Industries</p> <p>Looking to the Future: Growth in project Size and Complexity</p>
11-13	The Organization of International Business	Chapter 16 (Prescribed Textbook)	<p>Case: Organizing Global Operations: The Gore Way</p> <p>Case: Building a Magical Organization at Johnson</p>	<p>Debate: The Hierarchical Structure- The Superior Format</p>

			and Johnson	<u>Looking to the future:</u> The rise of corporate universities
14-16	Marketing Globally	Chapter 17 (Prescribed Textbook)	<u>Case:</u> Tommy Hilfiger <u>Case:</u> Acquisition of Zain by Bharti Airtel <u>Case:</u> Grameen Danone Foods in Bangladesh	<u>Debate:</u> Should Home governments Regulate their Companies Marketing in Developing Countries <u>Looking into the Future:</u> How might International Segmentation Evolve
17-18	Global Operations and Supply Chain Management	Chapter 18 (Prescribed Textbook)	<u>Case:</u> Apple's Global Supply Chain <u>Case:</u> Nokero: Lighting the World	<u>Debate:</u> Should Firms Outsource Innovation <u>Looking to the future:</u> Uncertainty and the Global Supply Chain
19-20	International Human Resource Management	Chapter 19 (Prescribed Textbook)	<u>Case:</u> Globalizing your Career <u>Tel-Comm-Tek:</u> Selecting Managing Director of its Indian Subsidiary	<u>Debate:</u> English-Destined to be the global language <u>Looking to the future:</u> I'm going where-The changing locations of international assignments



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18M12BOM22: Strategic Manufacturing Operations Management (SMOM) Trimester VI Jan 06 – Feb 15, 2020

Course Credit:	3
Learning Facilitator:	Prof. Kalyan Samaddar
Target learners:	MBA (2018-20 Batch), Trimester-VI
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, 4th Floor
Meeting Time:	By Appointment
Phone:	0120 - 2400974 Ext 477
Email ID:	kalyan.samaddar@jiit.ac.in

1. Course Introduction

Every item we see around us from the large aircrafts on the sky to the small needles at home is manufactured. The journey from the raw material, be it minerals from the mine or organic products from some farm to the final product as solid as steel hammer or as delicate as a computer chip is just fascinating. As a budding manager, the management students need to have some basic idea about the long journey so that they can make the right decision from selection of the material to the processes involved in the transformation journey.

The course will briefly cover various materials commonly used in industrial setup, different processes to transform the material to more useful forms and then the more contemporary topics such as automation, safety and other challenges.

2. Course Objective

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

- Have a comprehensive understanding about various materials used in industrial setup, from various metals to polymers and composites.
- To develop competency in most commonly used processes in transforming minerals into metals and then to useful items; petroleum to plastics and then to various useful items from pen to industrial containers.
- Be able to understand various challenges such as safety, automation in the entire conversion process from raw material to finished products.

3. Course Outcomes

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

CO Code	Description	BTL	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C115.1	<u>Understand</u> key concepts, theories, models and tools used in modern manufacturing.	2	3	2	2	2		1			2
C115.2	<u>Apply</u> the key concepts, theories, models and tools used in modern manufacturing.	2	3	2	2	2	1	1			2
C115.3	<u>Analyse</u> business problems in modern manufacturing and using the learned concepts will be able to decide on the most suitable material, manufacturing processes and other relevant aspects.	2	3	2	2	2	1	1			
C115	Average	2.00	3	2	2	2	1	1	1		2

4. Text Book

1. Fundamental of Modern Manufacturing; Materials, Processes and Systems by Mikell P Grover, Wiley

5. Additional Readings and References

1. Manufacturing Operations Strategy by Alex Hill & Terry Hills
2. Manufacturing strategy text and cases by Terry Hills
3. International Manufacturing - Strategy in a time of great flux by Luise Brenann
4. Manufacturing Strategy by John Miltenburg

6. 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.

7. 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.

8. Teaching Plan

Session No.	Topics	Learning Objectives	Readings	Cases/Activities/ Exercises
1-2	Introduction	Introduction to the subject and it's importance, especially with the context of Make in India thrust.	Ch – 1-5	Manufacturing Videos Class assignment for Flip Class
3-4	Metals	Understand various types of metals commonly used in industrial setup How to select the right metal	Ch – 6	Class assignment for Flip Class
5-6	Polymers	Polymers are the most used material in todays world. Understand various polymers commonly used	Ch – 8	Class assignment for Flip Class
7-8	Composite Materials	Composites are the wonder materials and emerging. Understand various composites commonly used	Ch - 9	Class assignment for Flip Class
9-10	Metal Manufacturing Process	Important metal manufacturing processes such as mining, steel making, metal forming and sheet metal working	Ch - 10,11,18,19,20	Video of Mining, Steel Making, Casting, Wire drawing, Aluminum channel extrusion, Machining
11-12	Polymer Manufacturing Process	Understanding polymer journey from petroleum to daily usge	Ch - 13,14	Video on Refining, plastic making and various plastic molding
13-14	Composite Manufacturing Process	Understanding composite manufacturing processes	Ch - 15	Video on composite processing such as fiber glass boat making
15	Manufacturing Systems	Understanding various manufacturing systems and setups	Ch - 39	HBS Case Study – Classic Knitwear and Guardian: A Perfect

				Fit? (Brief Case) John A. Quelch, Patricia Girardi
16	Automations in Manufacturing	Automation is the latest frontier in manufacturing and understanding various aspects of automation including productivity, cost and human sides are crucial.	Ch - 38	Video on automation at BMW car manufacturing
17	Managing Safety in Manufacturing	How to manage a safe and secured manufacturing unit	Class Notes	Video on safe working habits and not so
18	World Class Manufacturing	WCM is the latest buzzword in manufacturing and every organisation is aspiring to excel in it.	Class Notes	HBS Article – Beyond World Class - The New Manufacturing Strategy Robert H. Hayes, Gary P. Pisano
19	Challenges, Risks and Opportunities	Understanding various challenges, risks of manufacturing sector and turning some of these into competitive advantages.	Class Notes	HBS Case Study – ABB in the new millennium: New leadership, new strategy, new organisation
20	Recap			

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



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: Team Building and Conflict Management

Trimester -V

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:	Shantanu Kumar biswas
Target learners:	MBA (2018-20 Batch), Trimester-V
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, XXXXXX Floor
Meeting Time:	Wednesday and Friday between 3-5pm

Phone: [0120 - 2400974 Ext 487](tel:0120-2400974)

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

1. Course Introduction

The nature of contemporary organizations calls for active involvement of team to achieve objectives through team synergy. In its own capacity, each organization invests enormous intellectual and monetary input towards developing high performance teams. This course covers specific concepts of team building within an organization and important aspects of conflict management through experiential learning and real time situations.

2. Course Objective

- Understanding the dynamics between, “individual” and the, “group”.
- Understand the importance of Team Roles and Power & Influence in teams; with the help of role plays, games etc.
- Understanding and inculcating the characteristics High Performance Teams; through effective problem solving, decision making, strategizing and Leadership
- Understanding the nature, importance and basis of Organizational Conflict.
- Learning techniques of Conflict Management

3. Learning Outcome

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

- Experiencing and Understanding the importance of Team Building for Organizational Effectiveness
- Understandings inter group and intra group dynamics.

- Understanding the limitations of decision making in teams and team performance.
- Developing managerial skills towards effective conflict management.

3B Course Outcome:

*Understand the importance of Team Building for Organizational Effectiveness.(CO1)

*Identify inter group and intra group dynamics.(CO2)

*Analyse conflict management process for effective team building. (CO3)

*Develop new teams in organizations.(CO4)

4. Pedagogy

The mode of experiential learning and simulations will enhance the students understanding of group dynamics, individual and collective power and important limitations of collectivism. Each module would include a range of different processes such as individual or team problem solving initiatives, games, simulation exercises, structured processes, sharing sessions and structured interactions. In all these events, students would be actively engaged in the learning process and are able to generate meaningful, relevant insights from their experience.

5. Text Book:

Group Dynamics, Donelson R Forsyth, Cengage Learning

6. Additional Readings and References:

- Creating Effective Teams A Guide for Members and Leaders. Susan A Wheelan. Sage
- Games Trainers Play (McGraw-Hill Training Series, Edward Scannell (Author), John Newstrom
- Team Building ,Glenn M Parker & Richard Kropp

7. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	case analysis	10%	5-8
2	Research Project	20%	9
3	Mid Term Test	30%	6
4	End Term Test	40%	11

7.1 Case Analysis (10%)

There will be Case Analysis of 10 marks. The analysis will be conducted at the end of 5th week.

7.2 Research Project (20%)

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

7.3 Mid Term 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	Reference/ Text Book Chapter	Cases/Activities/ Exercises
1-2	Introduction to group dynamics	<ul style="list-style-type: none"> Understanding the meaning & nature of group dynamics Classifying group & teams Individual - self and social identity Cultural Implications - Individualism v/s Collectivism Theories of Collective Dynamics 	Ch-1	case study
3-5	Teams Formation and Development	<ul style="list-style-type: none"> Dynamics of team orientation and team identification Interpersonal dynamics in team building Organizational initiatives in team building Steps of team cohesion and solidarity Consequences and impact of cohesion on work teams 	Ch-3&4	Case Study
6-8	Team Structure and Roles	<ul style="list-style-type: none"> Development and transmission of team norms Development of status and relational norms Role differentiation, stress and well being in teams Team socialization and orientation Communication and relationship building 	Ch-6	Class Discussion of on experiential exercise
9-11	Power and Influence in teams	<ul style="list-style-type: none"> Nature of Majority and Minority influence In - group pressures to conforming Sources if team influence & power Obedience and understanding of team authority The metamorphic effects of power 	Ch-7	
12-14	Performance and Decision making in teams	<ul style="list-style-type: none"> Individual v/s group decision making Need for group decisions Nature of Team synergy and effectiveness Social facilitation and its applicability Enhancing Team creativity Team limitations - Social Loafing Causes and prevention Team think 	Ch-8	Article: Why Teams don't work, J. Richard Hackman; Dianeoutu, HBR.
15-16	Team Conflict	<ul style="list-style-type: none"> Evolution of intergroup conflict Team conflict and competition Individual limitations and conflict Personal likes and conflict Power and resource conflict 	Ch-9	Class Presentation

		<ul style="list-style-type: none"> • Confrontation and escalation • Social categorization – perceiving us and them 		
17-18	Managing Team Conflict	<ul style="list-style-type: none"> • Nature and Consequences of team conflict • Upward and downward conflict spirals • Realistic Team Conflict Theory • Norms and engagement of conflict • Power and domination in team conflicts • Perception and misperception of conflict 	Ch-10& 11	Class Exercises
19-20	Tactics in Conflict Resolution	<ul style="list-style-type: none"> • Inter- team relations and conflict resolution • Tactics in conflict resolution • Cognitive cures for conflict • Commitment and negotiation • Role of communications in conflict management 	Ch-10& 11	

Course Coordinator: Shantanu Kumar Biswas Date: December 2019