

Action Taken Report 2018

Action Taken Report for E Lab

After the Advisory Meeting on 28 April 2018, the E Lab course was launched on July 14, 2018, after taking into consideration the suggestions and recommendations given by the members. 243 students (in 4 sections) underwent this course. The following is the syllabus which was finalized for the academic year 2018-19.

Course Name	Enterprise Lab (E Lab)
Course Code	DM-
Course Credit	6 (split into two per trimester for three trimesters)
Trimester	1,2,3
Course level Goals (CLGs):	<p>Enterprise Lab is an experiential course which provides opportunity for the students to apply theoretical concepts in real business practice. This course has been created to address PILO(4C) “Student shall be able to develop an entrepreneurial mindset”</p> <ol style="list-style-type: none"> 1. The course aims to develop critical thinking in participants for problem solving and decision making with entrepreneurial mind-set 2. The course aims to develop holistic understanding of the business integrating the functional areas 3. The course aims to give an understanding of the business environment and future trends as well 4. Give the students an understanding of how new business verticals and ventures are created
Course Intended Learning Outcomes (CILOs)	<ol style="list-style-type: none"> 1. The ability to think beyond boundaries and systematically explore and generate new ideas and to translate it into feasible business solutions. 2. The ability to explore and create ideas or modify existing ideas for business concepts and organizations with a customer/user-centric perspective 3. The ability to perform a business concept design process (business modelling and value proposition iterative design). 4. The ability to identify short and long term future consequences of plans and decisions from an integrated business perspective and to merge this into a solution-focused approach
Pre-Requisite	None
Course Outline	<p>Module 1 Entrepreneurship and Intra-preneurship</p> <p>Module 2 Ideation</p> <p>Module 3 Environment scanning</p> <p>Module 4 Opportunity Analysis</p>

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	<p>Module 5 Value Proposition</p> <p>Module 6 Bootstrapping & Angel Equity</p> <p>Module 7 Venture capital</p> <p>Module 8 Business Modelling</p> <p>Module 9 Legal Validation & Compliance</p> <p>Module 10 Channel Strategy</p> <p>Module 11 Life time Value</p> <p>Module 12 Traction Metrics</p> <p>The first four modules are taken care of Trimester 1, the next three in Trimester 2 and the last five in Trimester 3.</p>
Evaluation	<ul style="list-style-type: none"> ● 1st Trimester- Ideation Plan(Final Project)- 150 Marks Internal assignments and assessment - 50 Marks ● 2nd Trimester- Financial Plan(Final Project)- 150 Marks Internal assignments and assessment - 50 Marks ● 3rd Trimester- Business Plan(Final Project)- 150 Marks Internal assignments and assessment - 50 Marks
Cases	<ul style="list-style-type: none"> ● Learnwise videos and cases
References:	
Ideation/Finance/ Business Plan	<p>Purpose & Objectives</p> <p>Good companies look at management graduates as future business leaders and therefore they expect their prospective employees to be equipped with the ability to innovate, generate ideas, and develop critical thinking ability in problem solving and decision making. Management Graduates today understand the concepts in Marketing / Finance/ HR / Operation's however because of the lack of experience they are unable to integrate and see the overall impact of the decision on the business. Despite the commonly held stereotypes, entrepreneurial mindsets are not the sole preserve of entrepreneurs. In fact, many business leaders in all types of sectors display many of the same characteristics. The entrepreneurial mind is the common ingredient that unites different, successful types of business leaders, all of whom are driving progress, creating value, and generating wealth within their respective fields. So in this context, the students are taught the skill sets required for creating the mindset,</p>

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regardless of whether the student wants to start his/her own venture or work in a large organization..

The Ideation Plan: 1st trimester

Ideation is the process where you generate ideas and solutions and is often the most exciting stage in a project, because the aim is to generate a large quantity of ideas that the team can then filter and cut down into the best, most practical or most innovative ones in order to inspire new and better solutions and products.

Students are given a template to create the ideation plan, which they have to submit at the end of 1st trimester.

Ideation Plan - Outline

Section 1

Title Page, Table of Contents, Executive Summary

Section 2

Genesis of the project idea

Section 3

The Target Market

- Foundation of every successful business is clear understanding of customer and their needs. Hence provide details of
 - Market segment(s) being targeted
 - Demographic/ geographic profile
 - Buying sensitivities and behavior
 - Purchasing patterns/ requirements
 - Special strategies required to reach out to the segment

The Industry Analysis

- The company can achieve a dramatic increase in value only if the market holds great potential. Hence talk about:
 - Size and growth trends and forecasts
 - Maturity of the industry
 - Vulnerability to economic factors
 - Seasonality factors
 - Technological factors
 - Regulatory issues, if any
 - Supply and distribution requirements
 - Influencing factors that will have an impact on your business

The Financial Plan: 2nd trimester

Financial planning helps you determine your short and long-term financial goals and create a balanced plan to meet those goals. Better financial understanding can be achieved when measurable financial goals are set, the effects of decisions understood, and results reviewed. A nice 'cushion' in the form of assets is desirable. But many assets come with liabilities attached. So, it becomes important to determine the real value of an asset.

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	<p>The knowledge of settling or cancelling the liabilities, comes with the understanding of your finances.</p> <p>The Financial Plan-outline</p> <ul style="list-style-type: none"> · Project cost and sources of funds · Pro forma Income statement · Cash flow projections · Pro forma Balance sheet · Break-even analysis · Return on investment · Assumptions and sensitivity analysis <p>Risk Evaluation</p> <ul style="list-style-type: none"> • Indicate key parameters of the business to help assess <ul style="list-style-type: none"> – Market and competition risks – Technology risks – Regulatory risks – Financial risks – Management risks • What measures are proposed to counter these risks <p>The Business Plan: 3rd trimester</p> <p>Good management requires setting specific objectives and then tracking and following up. Creating a business plan helps to establish the right steps to starting a new business or a new vertical, including what you need to do, what resources will be required, and what you expect to happen. The business plan takes into consideration all the elements of the ideation and financial plan plus other elements like the marketing, sales and operations strategy and the risk mitigation strategies.</p> <p>Business Plan - Outline</p> <p>The plan should contain the most important aspects</p> <ul style="list-style-type: none"> – Value to the customer, innovativeness, uniqueness of the offering – Management expertise/ competence – Market opportunity and growth prospects – Roll out plan, readiness to launch the project – Financing requirements and Profitability – Risk analysis and mitigation measures <p>Section 1</p> <p>Title Page, Table of Contents, Executive Summary</p> <p>Section 2</p> <p>The Entrepreneur team</p> <ul style="list-style-type: none"> • Capability of the management team to run a promising business <ul style="list-style-type: none"> – Profile of the core entrepreneur(s) – Professional experience and past successes – Genesis of the project idea – The management team/ advisory team (at least profile) <p>Company Description</p>
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	<ul style="list-style-type: none"> · Legal name and form of business · Company's mission or objectives · Location and geographical information · Company's stage of development <p>Products/ Services</p> <ul style="list-style-type: none"> · Indicate and substantiate value proposition to the customer – The product/ service concept – What customer need is proposed to be fulfilled – How your product/ service differs from those that are now or will be available in the market – Ability to protect/ sustain the innovation – Stage of development of the product/ services – Quality specifications / regulatory requirements, if any <p>The Target Market</p> <ul style="list-style-type: none"> • Foundation of every successful business is clear understanding of customer and their needs. Hence provide details of – Market segment(s) being targeted – Demographic/ geographic profile – Buying sensitivities and behavior – Purchasing patterns/ requirements – Special strategies required to reach out to the segment <p>The Industry Analysis</p> <ul style="list-style-type: none"> • The company can achieve a dramatic increase in value only if the market holds great potential. Hence talk about: – Size and growth trends and forecasts – Maturity of the industry – Vulnerability to economic factors – Seasonality factors – Technological factors – Regulatory issues, if any – Supply and distribution requirements – Influencing factors that will have an impact on your business <p>Analysis of the Competition</p> <ul style="list-style-type: none"> · Show how sustainable your competitive advantage is – Competing products/ services – Competitive position, market share distribution – Strengths and weaknesses of competitors – Barriers to entry – Possible future competition – Positioning vis-à-vis the competition <p>Marketing and Sales Strategy</p> <ul style="list-style-type: none"> • Well-planned marketing and sales activities is imperative for success of the project. – Product features for different market segments – Pricing of products/ services (value pricing/ skimming strategy/ penetration strategy)
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	<ul style="list-style-type: none"> - Distribution channel (Internet/ Franchising/ Wholesaler- Retailer network/ Own sales staff/ Direct marketing/ Own stores) - Promotion (Internet/ Direct mailing/ Advertisement/ Trade fairs) - Sales force and structure - Strategic partnerships <p>Operations</p> <ul style="list-style-type: none"> • The nitty-gritty of the supply chain and its management - Source of technology, Manufacturing process - Plant, equipment, facilities, infrastructure - Recruitment, training and retaining personnel - Input materials - sources, costs - Order fulfilment and customer service - Quality control - Safety, health and environmental concerns - Research and Development - Management information systems <p>Management and Organization · Principal/ key employees</p> <ul style="list-style-type: none"> · Board of Directors · Consultants/ specialists · Management to be added · Organizational chart <p>The Financial Plan</p> <ul style="list-style-type: none"> · Project cost and sources of funds · Pro forma Income statement · Cash flow projections · Pro forma Balance sheet · Break-even analysis · Return on investment · Assumptions and sensitivity analysis <p>Risk Evaluation</p> <ul style="list-style-type: none"> • Indicate key parameters of the business to help assess - Market and competition risks - Technology risks - Regulatory risks - Financial risks - Management risks • What measures are proposed to counter these risks <p>Development and Exit Plans (not for all)</p> <ul style="list-style-type: none"> • The investors look for returns. Provide details of - Company's long term goals - Growth Strategies - Milestones in achievements - Exit plans <p>Conclusions</p> <p>Appendices (support materials that provide back up)</p> <p>Resumes of team members, Market statistics & market research data, Competitor's brochures and price lists, Supplier price lists etc</p>
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	<ul style="list-style-type: none"> ● The project in the 3rd trimester has two components: <ul style="list-style-type: none"> ○ Business Plan Presentation ○ Business Plan Report Submission
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BUSINESS COMMUNICATION AREA ADVISORY COMMITTEE MEETING

Minutes of Meeting held on 28th April 2018 at 10.30 AM at BIMTECH, Gr. Noida

Agenda Items	<ol style="list-style-type: none"> 1. To review the currently implemented Business Communication syllabus with respect to pedagogy and student engagement and aligning it with AACSB expectations. 2. Discussion on the new course “Happiness” its implementation and evaluation 3. Discussion on the advance courses which area is planning to introduce. <ul style="list-style-type: none"> ● Conflict and Negotiation ● Advanced Business writing ● Theatre in Management 4. Any other with the permission of the Chair 	
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Members present	<p>Special invitees</p> <ol style="list-style-type: none"> 1. Dr. Abha Chatterjee Asso. Professor, Business Communication Area Indian Institute of Management, Indore 2. Dr. Neera Jain Professor, Business Communication MDI Gurgaon 3. Ms. Kamna Vij NGS Global India PVT. LTD. Gurgaon 4. Mr. Ajit Jha Ex. Director Corporate Affairs and Communication with Sabmiller 5. Mr. A. J Philip
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	<p>Further, it was suggested that the course in Negotiation & Conflict should be designed in collaboration with the HR faculty so that it becomes inter disciplinary and more relevant.</p> <p>k) It was suggested that instead of critical analysis of research papers, newspaper articles should be considered in the exercises related to writing skills.</p> <p>l) All members unanimously agreed that starting a course on 'Happiness' is a good initiative. Looking at the nature of the course, it was suggested that the course should be held in workshop mode. There should not be any written assessment involved at the end of the course.</p> <p>m) The strategies to enhance writing skills of students were discussed. It was suggested that to improve the writing skills of the students, more activities should be designed in Business Communication courses which should be centered on creativity, clarity and art of thinking.</p>	
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Industry – Academia Council Meeting (LEAD Course Review) Action Taken Report

(Based on Minutes of Industry –Academia Council Meeting held on Friday, 28th April, 2018)

Office Code:LEAD_IAM_GN_280418

Members Present

Industry Experts:

1. Mr. Abhay Kapoor
2. Mr. V. Sridhar
3. Mr. Akshay Sethi
4. Mr. Navneet Trikha
5. Mr. Abul Hashim
6. Mr. Jatul Anand

Academia Experts:

Dr. Manosi Chaudhuri (Area Head), and
Dr. Itilekha Dash (A. Prof- HR))

The industry-academia council meeting was held on 28th April, 2018 at BIMTECH, Greater Noida. As part of the PGDM programme, in the area of Leadership, the following members were present: The discussion was on the newly introduced course ‘LEAD’ – Leadership Experience and Attitude Development.

The meeting was started with a brief introduction to the course by Dr. Manosi Chaudhuri. She shared about the objectives, execution and evaluation part of the course in detail. Dr. Itilekha Dash shared the challenges faced.

Agenda item : Review of ‘LEAD’ – Leadership Experience and Attitude Development.

S. No	Experts	Proposed Action Points	Action Taken
1.	Mr. Abhay Kapoor	Instead of evaluating students on a five point scale, better to use a three point scale (above average, average and below average)	The reframed LEAD program has incorporated new system of evaluation based on ranking.
2.	Mr. V Sridhar	<ol style="list-style-type: none"> 1. Students should receive qualitative feedback from the facilitator for the ranking, particularly in case of lower ranking they have received. 2. Further he posed a question on “how do the faculty assess the students who are silent, and not very vocal?” He said since it is a very important subject, so instead of 3 credits, it should be 6 credits. 3. Instead of subject related project, he emphasised some well thought out leadership oriented projects to be given and their numbers should be limited. 	Item 1, 2, 3, 4 and 5 accepted and incorporated in the new LEAD format. Item 6 and 7 are under review

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		<ol style="list-style-type: none"> 4. Faculty members should give interim constructive feedback to the students. 5. He also recommended that the institute must invite industry persons who could help the students and facilitators in running the course. 6. He added in the beginning it would be better if the facilitators would be mentored by a professional coach. 7. Integrity as a parameter to be added to the existing evaluation parameters, recommended Mr. Sridhar. 	
3.	Mr. Akshay Sethi,	<p>after coming to know that the student who receives excellent grading (rank 1) gets 20 marks and the student who receives unsatisfactory grading (rank 5), gets only 4 marks, showed his concern and he strongly advocated that the difference is huge. The difference between the highest and the lowest should be less for a course like Leadership. He strongly emphasized that there is a great need of structuring the course, particularly the content and evaluation criteria. He suggested that sufficient care should be taken while designing the project. Each project in each term would address one leadership trait. For example, in one term if the focus is on negotiation skills, in another term it could be on communication skills and so on. He suggested to refer to a few foreign universities like University of Chicago's course curriculum on leadership before designing the curriculum.</p>	<p>The new LEAD course design has been able to incorporate the necessary changes to avoid evaluation biasedness and will bring an holistic development</p>
4.	Mr. Navneet Trikha	<p>appreciated the LEAD initiative and the progress made in the first year of its implementation. He said students should be aware of the parameters they will be evaluated on well in advance. He said the group which has performed best in one term should be given some live project as a reward. This live project could focus on some actual problem</p>	<p>Under review</p>

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		<p>faced or some significant initiative to be launched by the institute. Their case should be video-graphed, so that other groups can learn from their case. He suggested that students should observe and learn how to give performance feedback from the faculty. They should, in turn, give performance feedback to team members during their peer rating process.</p>	
5.	Mr. Abul Hashim	<p>stated that instead of assigning marks, the students should be ranked. He recommended that attitude should be added as a parameter while evaluating leadership skills.</p>	Accepted and implemented
6.	Mr. Jatul Anand	<ol style="list-style-type: none"> 1. emphasized on qualitative and quantitative feedback to be given to the students to help them in the learning process. 2. The idea of involving alumni to act as mentors was well appreciated by all. 3. He suggested that some corporate experts might also be approached for acting as mentors and they offered to mentor some students too. The group also explored the idea of asking students to identify a leader in the company where they would do their summer internship and interview him to learn from his experience. 	Accepted and Implemented

Area Head
(HR)

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Action Taken Report on
Minutes of Industry – Academia meet on CSR Sector held on 28.4.2018

The following were present:

1. Dr Jatinder Singh
2. Arun Ashthana
3. Dr K.K.Upadhyay
4. Sarita Pradhan
5. R.P.Sharma
6. Dr Vineeta D.Roy
7. N.N.Sharma

The following modules related to social sector were discussed:

- ❖ Responsible Business
- ❖ Business Sustainability
- ❖ Financial Inclusion

The suggestions and observations were as under: In case of Business Sustainability , adoption of Sustainability Agenda was not covered fully as our students prefer to work for big corporates.

1 Responsible Business

The group felt that while drawing session plans concerned faculty should include “Corporate Citizenship” in Module 2 and “Stakeholder Engagement “ in Module 3. In Module 4 , “UN Human Right Norms for Business” should be substituted by “Annual Business Responsible Report “ as required under SEBI guidelines.. In Module 4, due emphasis should be given for SDGs.

In context of Module 5 concerned faculty must cover i) salient features of Section 135 and rules ; ii) overview of working and trend analysis for last 4 years after enactment of Companies Act 2013 ; iii) best and innovative practices of CSR ; and iv) Road ahead towards Strategic CSR.

2. Business Sustainability

In this module, faculty should also sensitise about role and efficacy for adopting Sustainability Agenda by MSMEs. In its Module 2, aspects of Supply Chain and concepts of Circular Economy should also be included.

Group felt that time allotted for this module should be increased.

3. Financial Inclusion

Group found this module very comprehensive and no suggestions were given.

The meeting terminated with vote of thanks to all the persons who have spared their time for coming to the campus and providing valuable inputs.

All suggestions have been attended except the following:

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INFORMATION TECHNOLOGY (IT) AREA ADVISORY COMMITTEE MEETING

Minutes of Meeting held on 28th April 2018 at 10.30 AM at BIMTECH, Gr. Noida

<p>Agenda Items</p>	<ol style="list-style-type: none"> 5. To review the currently implemented IT syllabus with respect to pedagogy and student engagement and aligning it with AACSB expectations. 6. Discussion on the new courses its implementation and evaluation 7. Discussion on the courses which area is planning to introduce. <ul style="list-style-type: none"> ● Value of Information ● Advance Excel ● Emerging Technologies in Management ● IT Consultancy and Business Development ● E-Commerce
<p>Members present</p>	<p>Special invitees</p> <ol style="list-style-type: none"> 9. Mr. Arunesh Sharan Former IBM Principal IBM India 10. Mr. Neeraj Gupta Global Line Leader IBM India 11. Dr. CS Rao Senior Member IEEE & ACM USA 12. Ms. Nidhi Gupta VP & GOL-Health Care Op.,Genpact 13. Dr. Neeraj Prakash Senior Director,Oracle India 14. Ms. Lata Singh Executive Director IBM India 15. Mr. Sanjeev Agarwal CTO,Canara HSBC Oriental Bank of Commerce Life Insurance Company

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	<p>16. Dr. Sunil Agarwal Dy. Director, National Security Council Secretariat,GOI</p> <p>17. Prof. Kapil Garg Assistant Professor (IT) BIMTECH</p>
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		Action Taken
<p>Discussions</p> <p>Agenda 1 To review the currently implemented IT syllabus</p> <p>Agenda 2 Introduction of New electives</p>	<p>The meeting was commenced by welcoming all the members present. Thereafter, discussion was initiated by Prof. Kapil Garg. It was informed that the area has initiated many activities to raise in-depth knowledge of students in IT area.</p> <p>The discussion on this agenda was primarily on the content of the present syllabus and introduction of new electives. The experts suggested implementing the following things to enhance the quality of teaching:</p> <p>n) The students should have in-depth knowledge of the technology and its wider use.</p> <p>o) Industry perspective and technology use in the industry should be the main focus of discussion in the class with guest lectures from the experts from the corporates.</p> <p>p) Course of ISMB and ERP got a positive feedback as student gets exposure to SAP package.</p> <p>The idea to introduce electives in IT was re-emphasized so that the students are given a wider choice based upon their interest and</p>	<p>All IT courses have been added with Lab sessions to work on technologies such as SAP, Chatfuel, IBM Bluemix, IOT Lab , wherever applicable . Both ISMB as core and ERP as Bouquet elective are continuing .</p>

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	<p>competence. All proposed courses were found to be good.</p> <p>a) Suggestions came from the members to change the name of the paper “Emerging Technology in Management” to “Emerging Technology and impact on Business” with change in course content. Members suggested that topics like SMAC should be removed and more discussion should be on Cloud, Block chain, Security Architecture and Automation.</p> <p>b) Further, it was suggested that the course of Advance excel should be renamed as Advance Business Modeling Tools & Techniques with emphasis on Model formulation.</p> <p>c) In the course of IT consultancy and Business Management, it was suggested that more emphasis should be given to people change management aspects and student should be told about IT enabled carrier opportunities. And it should be linked to projects with the industry.</p> <p>d) All members unanimously agreed that starting a course on ‘Value of Information’ is a good initiative. Looking at the nature of the course, it was suggested that the course should also include privacy and compliance, social network analysis.</p> <p>e) Some Members suggested that paper of E-Commerce should renamed as “Digital Commerce” and some members were OK with nomenclature. It was suggested that Block chain, API Management</p>	<p>ETIM Foundation course introduced in 2018-19 covers all these technologies . Cyber Security and AI course been introduced .</p> <p>Point noted for advance Excel</p> <p>A course n Value of Information has also been introduced as Elective</p> <p>Noted</p>
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	and API Economy should be covered in detail.	
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Action taken Report on: 28 April 2018
INDUSTRY-ACADEMIA COUNCIL MEETING: ECONOMICS AREA
[Minutes of the Meeting held on 28th April, 2018]

PRESENT

- **Dr. N.R. Bhanumurthy, Professor, National Institute of Public Finance & Policy.**
- **Ms. Shobha Ahuja, Sr. Director, Confederation of Indian Industry.**
- **Mr. Anil Patni, Team Leader, EU Public Diplomacy in India Project.**
- **Dr. James Nedumpara, Professor& Head, Centre for Trade & Investment Law, IIFT.**
- **Dr. Ritu Srivastava, Assistant Professor-Economics, BIMTECH.**
- **Dr. Amarendra Pandey, Assistant Professor- Economics & Finance, BIMTECH.**
- **Dr. Jagadish Shettigar, Professor& Area Head-Economics, BIMTECH**

The panel of experts have gone through course outlines of the Economics papers covered under the PGDM program at present as well as the papers proposed to be introduced with effect from 2018-20 batch. The following are the paper-specific suggestions.

1. Managerial Economics

- A section on “Government Failure and Market Failure” may be covered under the Production Function.

2. Macroeconomics

- IS-LM module may be covered.
- Fiscal Policy may be covered with more detail.
- System of National Accounts 2008 may be covered under measurement of GDP.

3. Global Business Environment

- A separate section on “Bi-lateral Vs. Multilateral Trade Agreements” may be added.
- The section on “Emerging Regional Trade Agreements” may be titled as “Emerging Regional Trade& Investment Agreements”.
- A section on “Base Erosion& Profit Shifting [BIFS] may be added under Transfer Pricing.
- A section on “Global Value Change” may be added.
- Under project assignments, students may be encouraged to study leading international business organizations.

4. Financial Econometrics

- ARDL Module may also be covered.

5. Ease of Doing Business in India [Elective paper]

- Title of the paper may be changed to: “**Doing Business in India**”.
- Best practices among the states may be covered.
- Governance issues may be highlighted under a separate section.

6. Emerging Economies [Proposed Elective paper]

- A separate section may be added to cover “Road Belt Initiative [RBI]” by China.
- Possibility of Indian currency emerging as an international currency may be discussed in a separate section.

7. State of Indian Economy and Business [Proposed Elective paper]

- Challenges in macroeconomic situation may be discussed in the beginning.
- Fiscal, Financial and Monetary Policy linkage may be discussed.
- Services sector may also be added.
- In place of “International Economic Situation”, the term “**External Shocks**” may be used.

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* Course Content of Emerging Economies & Global Business Environment with relevant portions got incorporated as per the suggestions came up in the last meeting.