Arihant Institute of Business Management 2021-2023

Management Development Program at IIM Kozhikode was an initiative under the flagship program designed and developed by AIBM, Pune. MBA program offer students an opportunity to attend 15 days residential training in IIM campus. Students get one to one training from management expert faculty of IIM and practical exposure in terms of understanding the business environment through case study method.

AIBM, Pune has organised Management Development Program for Batch 2021-2023 from 24th Sep. 2022 to 8th Oct. 2022 at IIM Kozhikode. The detailed report of 10 days training delivered by IIM faculty is attached below:

Day 1: 26th September 2022

**Session conducted by: Prof. Shreejesh S.**

Session Highlights:

In this class, we learnt about what Tableau is, what it is used for, how Tableau works, and so on one by one from scratch. Tableau software is one of the fastest growing data visualization tools which is currently being used in the BI industry. It is the best way to change or transform the raw set of data into an easily understandable format with zero technical skills and coding knowledge.

Tableau Uses:

- Usage of Tableau software are listed below:
- Business Intelligence
- Data Visualization
- Data Blending
- Data Collaboration
- Query translation into visualization
- To create no-code data queries
- Real-time data analysis
- To manage large size metadata
- To import large size of data

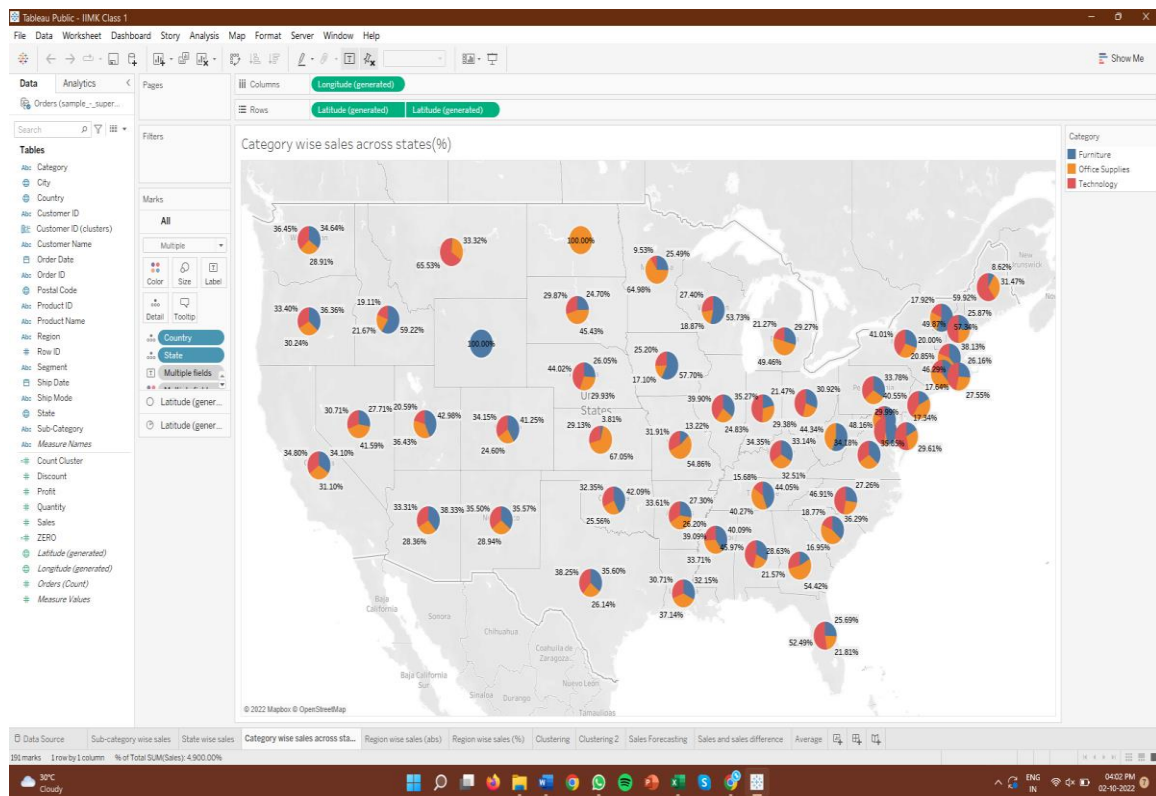- Following things that we are learn in Tableau

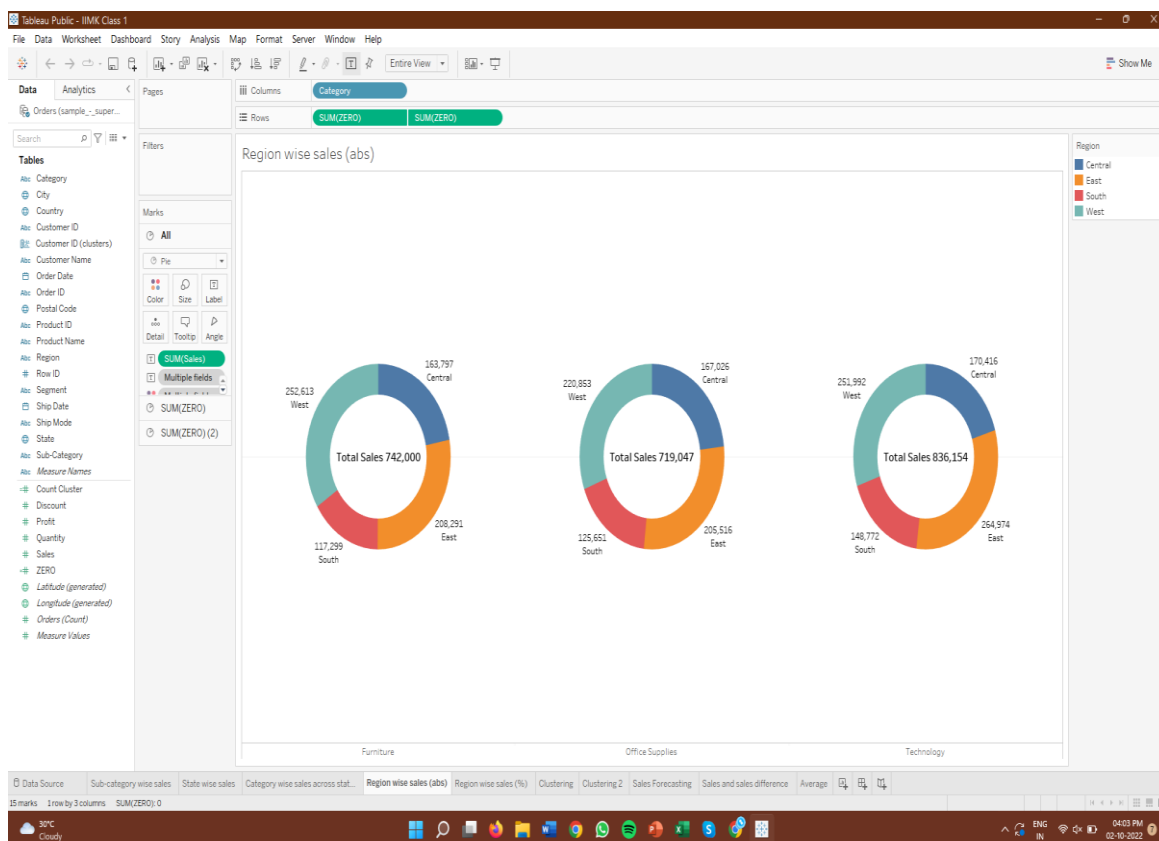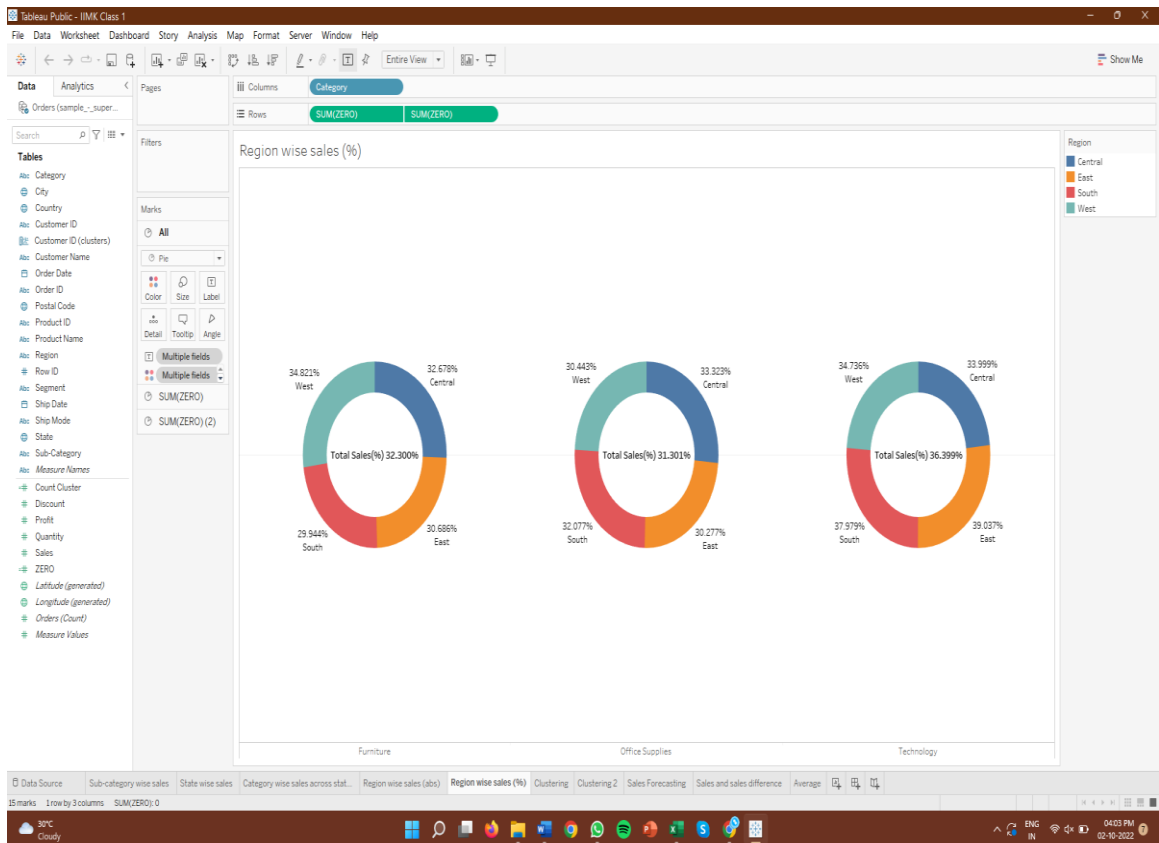## Sub category wise
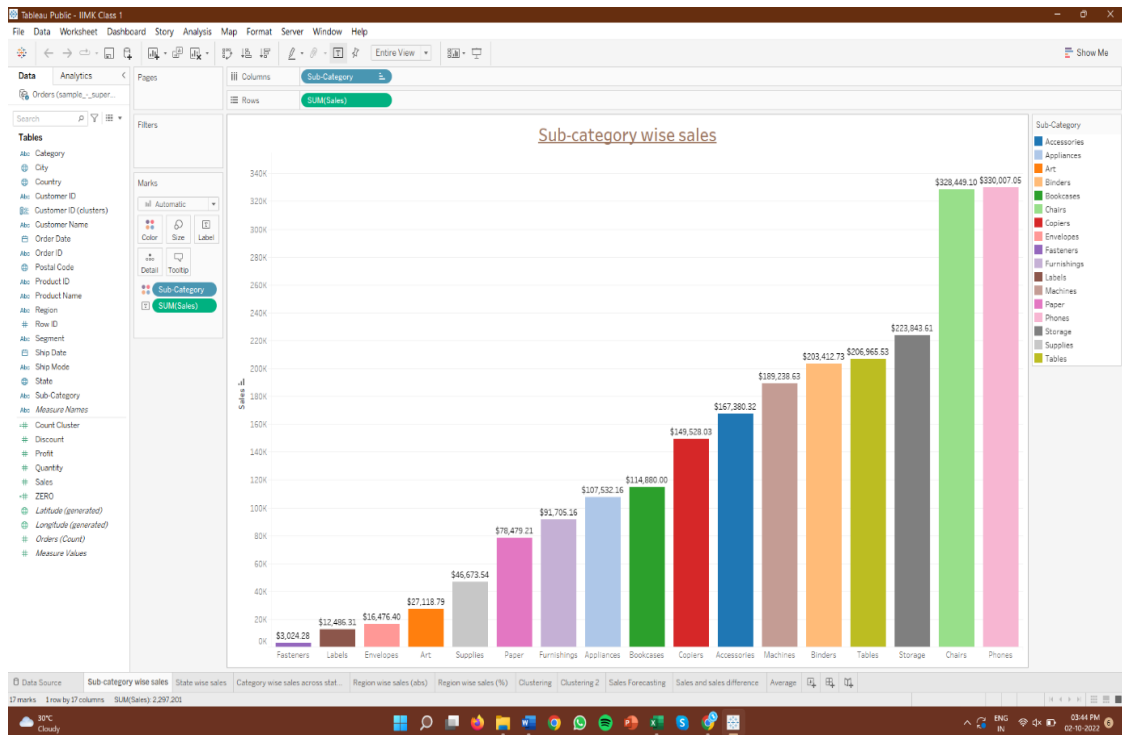
State wise sales
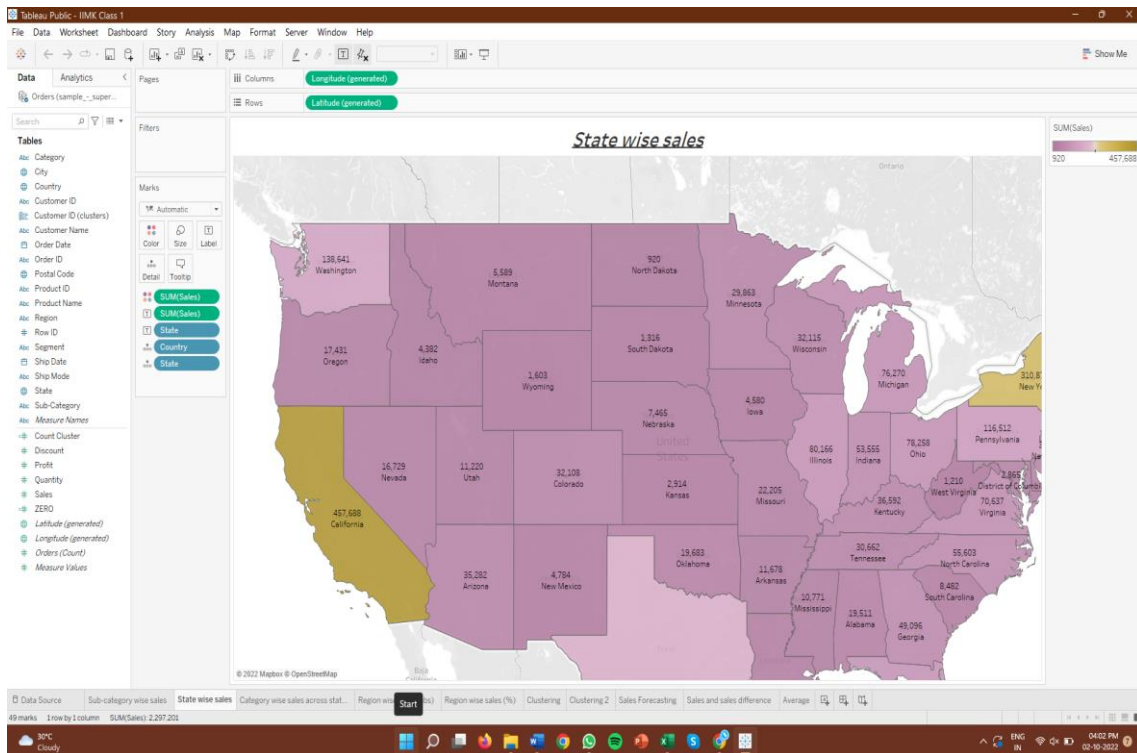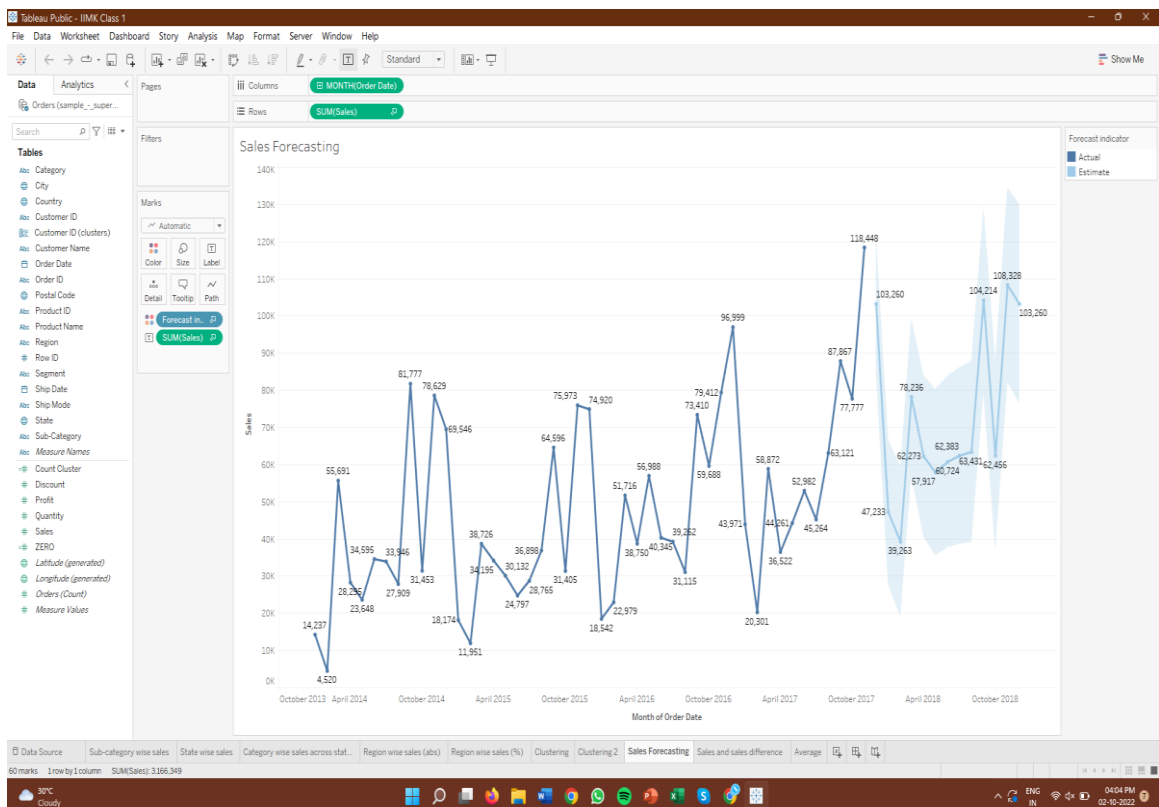

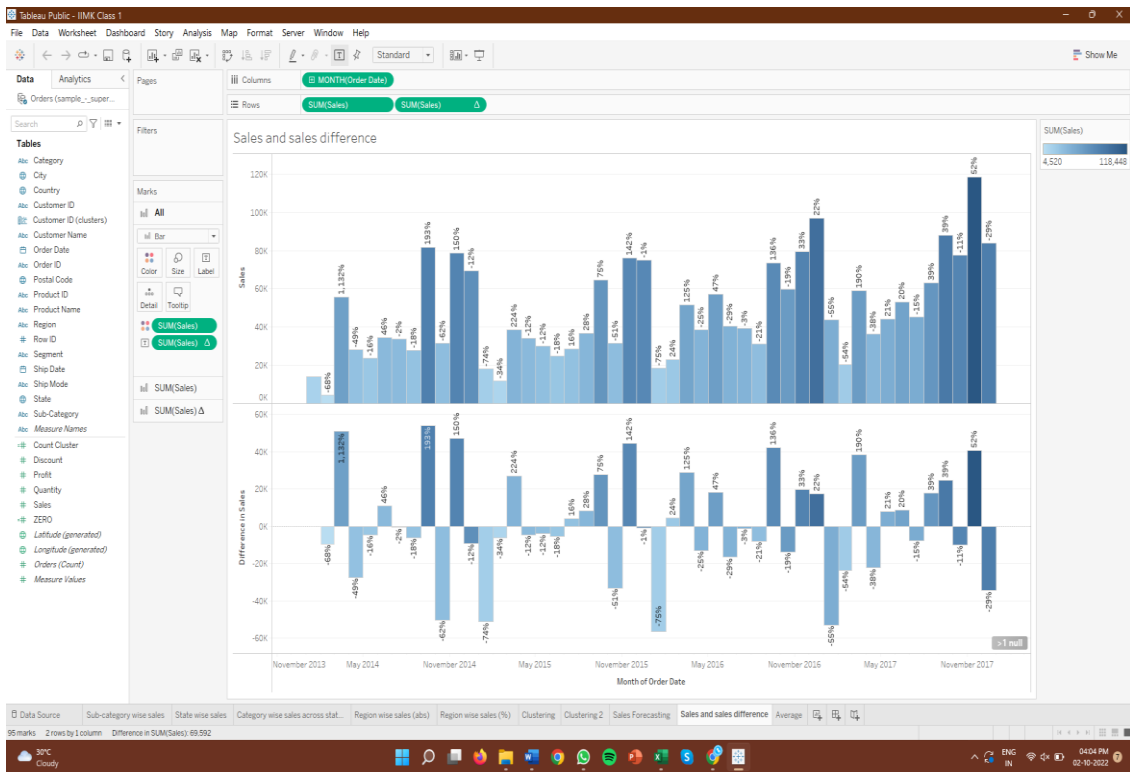## Category wise sales across states

Region wise sales (absolute)

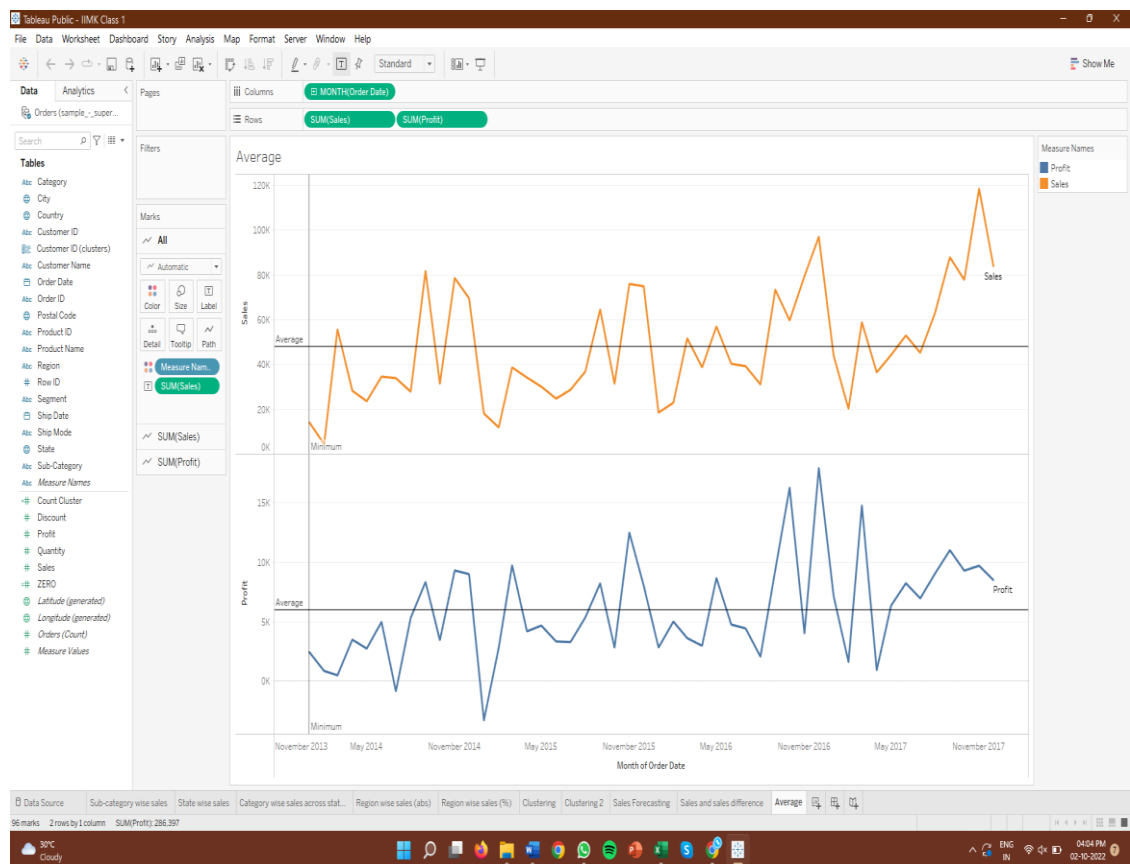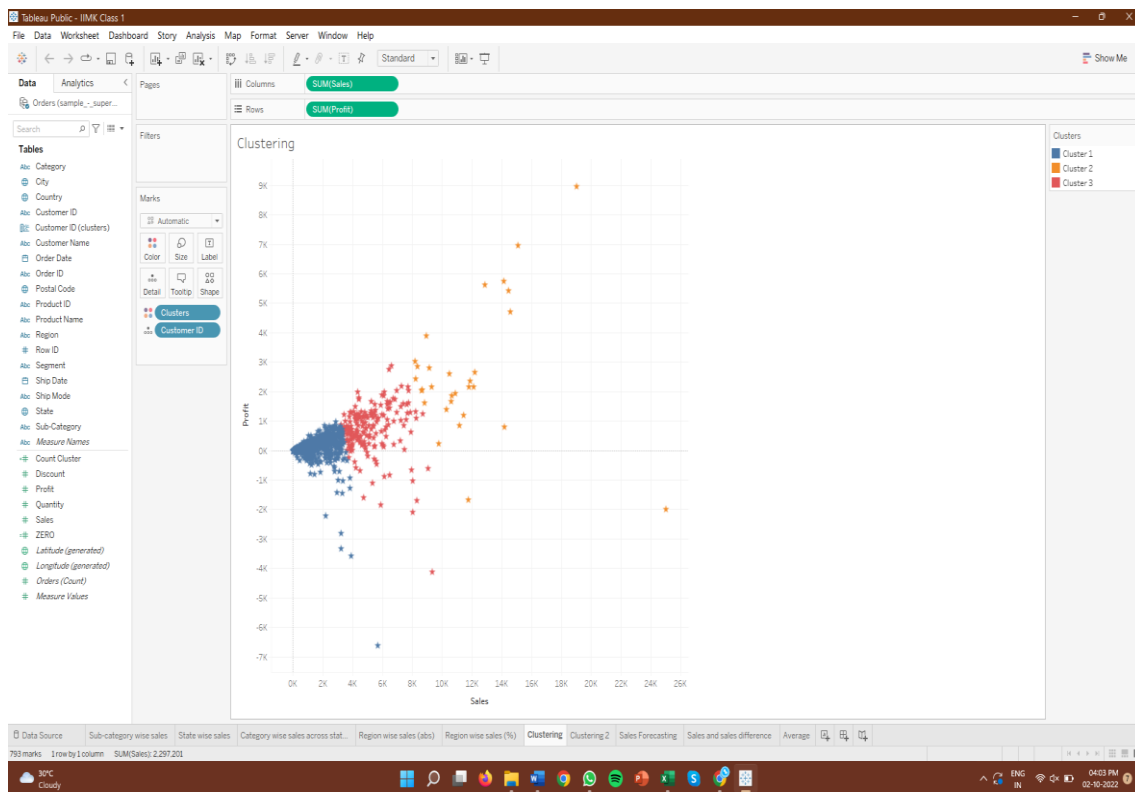
Region wise sales (%)

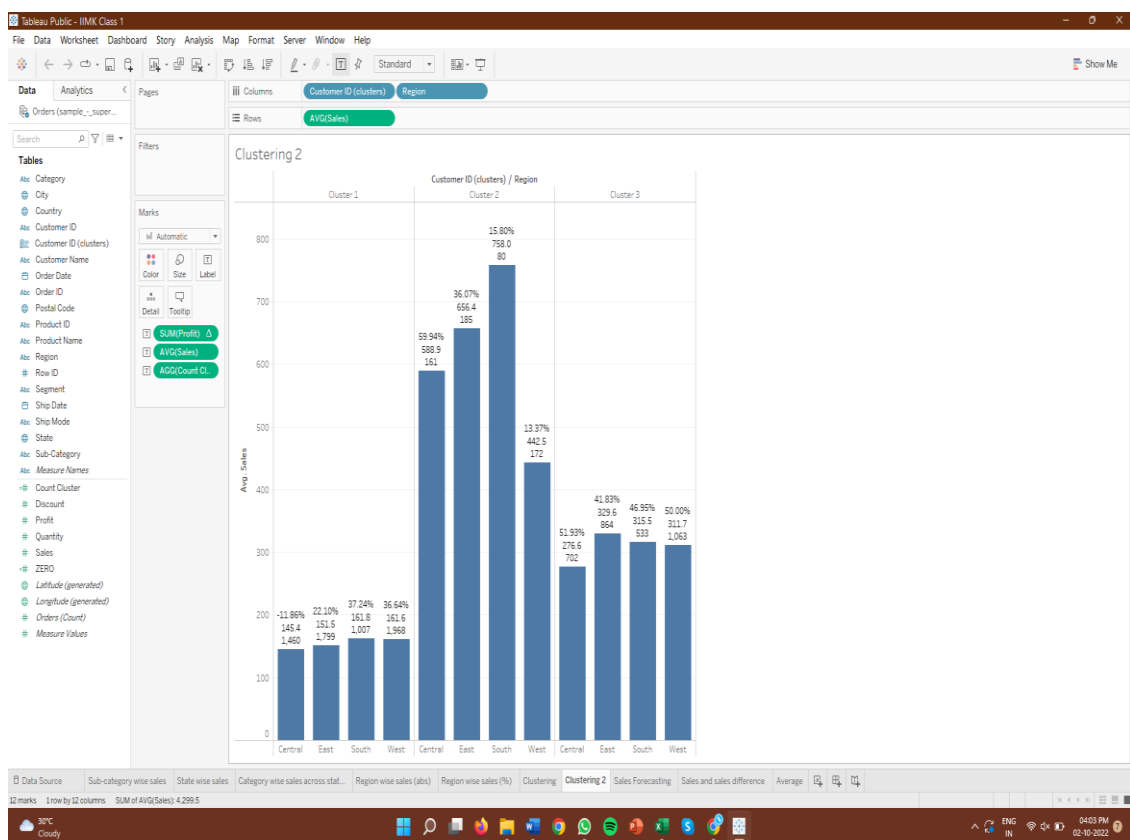## Sales forecasting

Sales and sales difference

Average

Clusters

Clustering 2

Day 2: 27th September 2022

The day started with the discussion about the Case Study – NESTLE Refrigerated Foods: Contadina Pasta and Pizza. The case study discusses about the History, and the New Product Development Process. Further, The Contadina Experience is discussed in detail including the Branding, Market Potential, Positioning, Manufacturing and Distribution. Various problems were analysed in the class using the exhibits provided. The analysis included making decisions about

- Whether Nestle should launch a Pizza Product, if so
- Which option (Pizza Kit with Toppings or Only Pizza Kit)
- How large a market they would find, and?
- What market share would they be able to achieve.

Kraft had indeed test marketed a refrigerated pizza product at the time of its Pasta Test Markets. Results from the Test Market were unclean, but many within Nestle expected a Kraft pizza product within the next six months. Thus, the analysis was a very important step. Following is the attached analysis done on about 9.5 million populations, which included both the users of the Contadina Pasta and the new customers as well. The percent ration of the population tested was taken in 5%, 10%, 15%, 20% and 24%. Following attached is the analysis:

When the Users were 5% and the non-users were 95%

When the Users were 24% and the non-users were 76%.

	A	B	C	D	E	F	G	H	I	J	K
1	Product	Pizza Kit with Toppings			Pizza Kit Only						
2											
3	Forecasting	Users	Non Users		Users	Non Users					
4	Purchase Intent	22.92	72.58		22.92	72.58		Toppings Calculation			
5	Total Adjusted Trial	41.100%	29.70000%		32.00%	22.20000%		1*50%	0.5		
6	Seasonability	1	1		1	1		25*0.50	0.125		
7	Marketing Plan Adjustment	14.3028	5.16780%		11.13600%	3.8628	Users	0.625 Toppings per pizza			
8	ACV	58	58		58	58		Toppings at Trial	Pizza Trial Volume*Topping per Pizza		
9	Therefore Trial Volume	3.27756	3.75078924		2.5523712	2.801588			3.687255		
10								Toppings at Repeat	Pizza Repeat Volume*Topping per Pizza		
11	Units Purchased at Trial	1.2	1.2		1.1	1.1			0.901329		
12	Total Units	3.933072	4.500947088		2.80760832	3.0817468		Total Topping	4.588584		
13	Repeat Rate	22%	22%		22%	22%					
14	Repeat Purchase Occasions	2	2		2	2	Non-Users	Toppings at Trial	Pizza Trial Volume*Topping per Pizza		
15	Avg. repeat Transaction Amount	1	1		1	1			4.219637895		
16	Trial Household	3.27756	3.75078924		2.5523712	2.801588		Toppings at Repeat	Pizza Repeat Volume*Topping per Pizza		
17	RepeatVolume	1.4421264	1.650347266		1.123043328	1.23269872			1.031467041		
18	Total Pizza Units	5.3751984	6.151294354		3.930651648	4.31444552		Total Topping	5.251104936		
19											
20	Total Demands (Users and Non Users)	11.52649275			8.245097168						
21											
22											
23	Total Revenue	12.79159562									
24	Total Demand+Total Toppings	88.7539942	59.16932947								
25	retail margin	59.16932947	39.44621965								

Learnings:

From the day's discussion, we learned how to analyse the case. Even a couple of pages and exhibits contain a lot of useful information and knowing how to understand and interpret the information is really useful and important for all of the management students.

The Nestle: Refrigerated Foods Company is case study which includes real details about the kind of data required while launching a new product and entering a new segment. This set before us an actual live example of the concepts and structures that we have been studying in Marketing Management like Business Plan, Revenue Models and Value Proposition. We learnt about demand forecasting using excel and statistics, and could estimate the future sales and revenue that the company would generate.

We also learnt that demand forecasting requires a lot of analytical ability and understood how to think in an analytical and logical manner in both quantitative and qualitative aspects. Since this study was a Group Activity, we also learned how to work as a team even with people you may not know at the beginning, and complete the task within the time frame in a comprehensive manner. This turned out to be a practical lesson in time management and presentation skills.

Submitted To

Prof. Shrikant Waghulkar Sir

By Utkarsh Tripathi.

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Day 3: 28th September 2022

Daily Reporting

Submitted to – Dr. Shrikant Waghulkar

Submited by – Nilesh Wagh

Morning Session

Developing product launch decision by Prof. Sreejesh S.

The Day stated with the discussion about case study Pintura Corporation: The Lina launch decision. Professor asked the student to explain the case study and after getting few of the point from the student he has explain as following things about case study.

- Company background
- Market Strategy
- New product development
- Product Branding
- Price
- Channel of distribution
- Communication

New Product development:

- Idea Generation
- Idea Screening
- Concept Development
- Market Strategy/ Business Analysis
- Testing
- Product Development
- Commercialization

Key Points:

- The purpose of the case study is to estimate the sales of the company new product from their existing customer and to know how customer are willing to shift from the existing base to powder base product.
- Company want to become eco-friendly product for maintain their reputation in the market.
- We learn from the case study for new product launch to identify a clear marketing strategy with accurate forecasts and appropriate marketing decision is important.
- Solve some problem regarding to Pintura Corporation.
  - Estimated Pintura's Annual sales by division
  - Estimated US and IFG Sales by substrate
  - Estimated Annual Growth rate forecasts in the united states by customer group
  - Estimated IFG's Wood coating sales by customer group and product line
  - Analysed Wood coating contribution data

After Session we went to IIM Kozhikode campus Photo shoot with Prof. Deepa Ma'am, Prof. Sreejesh sir, Prof. Shrikant sir and students of AIBM.

Afternoon Session:

Team work for effective organizational functioning (Prof. Deepa Sethi)

First time Prof. Deepa has interact with student and do one activity based on team work, ma'am has divided us in 12 group, each group carry 5 students. Ma'am give us something like –

- 20 Stikes
- 1 Roll masking tape

- 1 Yard string
- 1 Scissors
- 1 Marsh mallo

Instructions:

- Instruct groups to build the tallest freestanding tower they can using the items.
- I'm glad to say my team (Nilesh Wagh) won the competition.
- This activity is good for relationship building, verbal and non-verbal communication, Breaking ice.

Key Points:

- Effect of team work- increase work flow speed
- Team work promote strong working relationship
- Some point for personal growth and development

Day 4: 29th September 2022

Date: 29/9/2022

Topic: Personality and Behaviour

Professor Name: Prof Payal Anand

We were asked to read the article about how to become a better leader.

The Class started with a brief introduction of what really Behavior is. Behavior is nothing but the function of Personality+behavior. Behavior is stimulated by situation. Personality does not.

Ma'am explained us about the Big Five Personality Traits. It includes Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism. Each of the Big Five personality dimensions consists of a cluster of traits- and those traits can be perceived as both positive and negative.

BIG FIVE DIMENSION	KILLER QUALITY	RISKS OF THAT QUALITY	TIPS FOR SELF-DEVELOPMENT
Need for Stability	High: Too Fiery	• Liable to overreact; short-tempered	• Verbalize emotions. • Drain the "anger container."
	Low: Too Composed	• Seem too laid back; overoptimistic	• Create a mental spreadsheet to highlight the negatives as well as the positives.
Extraversion	High: Too Assertive	• Domineering; can crush debate	• When talking, follow the "four sentence" rule. • Listen and show you have listened.
	High: Too Energetic	• Wearing for those who try to keep up; harsh view of those with low energy	• Reassure others that you don't expect them to keep your pace. • Don't assume people who are slow are also slow-minded.
	Low: Too Introspective	• Socializing is painful. • Serious facial expression can deflate people.	• Create time-outs to recharge. • Find an object that reminds you to relax your face.
Openness	High: Too Innovative	• Unsettling for followers who crave consistency; easily bored	• Find someone to keep you grounded. • Regulate your bouts of creativity.
	High: Too Complex	• Lose people with abstraction or multiple priorities	• Highlight the critical few objectives. • Start from the problem and move to the context, not vice versa.
	Low: Too Conventional	• Uncertainty-avoidant; unwilling to experiment without conclusive data	• Challenge yourself. • Do one thing each day that scares you.
Agreeableness	High: Too Considerate	• Perceived as naïve, easy to manipulate, spineless	• Change your mind-set from "I want to be liked" to "I want to be perceived as fair."
	Low: Too Competitive	• Perceived as ruthless, uncaring, self-promoting	• Remember to articulate what's in it for others.
	Low: Too Watchful	• Perceived as political, calculating, untrustworthy	• Tell people about yourself to bond. • Use self-deprecation, including humor.
	Low: Too Rational	• Perceived as blunt, aggressive	• Stress the role you are playing. • Remember the packaging of the message.
Conscientiousness	High: Too Thorough	• Micromanagement inhibits subordinates and delays problem recognition. • Lose sight of the big picture	• Switch to coaching mode and ask questions, rather than making suggestions. • Invite subordinates to challenge your involvement in low-value-adding areas.
	High: Too Committed	• Burnout, work-life balance issues	• Start cutting off 15 minutes from the working day. • Break the "my time is expandable" mentality.
	Low: Too Decisive	• Hasty or seat-of-the pants decisions; too trusting of intuition	• Check the analytics. • Sleep on it. • Appoint a devil's advocate on the team.

All the students were asked to do the Big Five Personality Test Which helps us know our strength and critical areas. She also suggested us the ways to work on the critical areas.

	Generally or typically, I ...	Score
1	I am the life of the party.	
2	I feel little concern for others	
3	I am always prepared.	
4	I get stressed out easily.	
5	I have a rich vocabulary.	
6	I don't talk a lot.	
7	I am interested in people.	
8	I leave my things/belongings around.	
9	I am relaxed most of the time.	
10	I have difficulty understanding abstract ideas.	
11	I feel comfortable around people.	
12	I insult people.	
13	I pay attention to details.	
14	I worry about things.	
15	I have a vivid/clear imagination.	
16	I stay in the background/ avoid being noticed.	
17	I sympathize with others' feelings.	
18	I make a mess of things.	
19	I seldom/hardly feel blue.	
20	I am not interested in abstract ideas.	
21	I start conversations.	
22	I am not interested in other people's problems.	
23	I get chores/tasks done right away.	
24	I am easily disturbed.	
25	I have excellent ideas.	
26	I have little to say.	
27	I have a soft heart.	
28	I often forget to put things back in their proper places.	
29	I get upset easily.	
30	I do not have a good imagination.	
31	I talk to a lot of different people at parties.	
32	I am not really interested in others.	
33	I like things in order/ neatly arranged	
34	I change my mood a lot.	
35	I am quick to understand things.	
36	I don't like to draw attention to myself.	
37	I take time out for others.	
38	I avoid doing my duties.	
39	I have frequent mood swings.	

Scoring Scale				
Very Untrue	Moderately Untrue	Neutral	Moderately True	Very True
1	2	3	4	5

Key takeaways from the session:

- Never judge people, Assess people instead.

- Never Take Random Tests, take only those tests which are reliable.

- There is a mantra- Behavior = Personality+behavior.

- No Personality is Good or bad, every personality has its own identity.

- Leverage your strengths and work on your critical areas.

- Each individual is different from one another.

- Know yourself.

Topic: Interpersonal Communication Effectiveness

Professor Name- Prof. Deepa Sethi

Ma'am explained us about the various type of handshake and what they mean.

- Dead Fish
- Hand Crusher
- Queen Finger Tips
- The Hug Hand
- The Dominator
- The Shug
- Patronising Shake.

Verbal and Nonverbal Communication

Verbal communication is perhaps the most obvious and understood mode of communication, and it is certainly a powerful tool in your communication toolbox. Put simply, verbal communication is the sharing of information between two individuals using words.

Nonverbal Communication

Here are some types of nonverbal communication and the effects they can have on the success of your communication

- Facial expressions
- Gestures
- Proximity
- Touch
- Eye contact
- Appearance

Nonverbal communication reveals a lot about you as a communicator and how you relate to other people. It pays to be aware of the elements of your nonverbal communication so you can maximize the impact of your message.

Day 5: 30th September 2022

We were asked to come prepared with the Case Study of Stryker Corporation which stated that the company was started by Dr. Homer Stryker. Who invented the medical tools and devices to improve surgical procedures and/or help the patients recover from them more quickly and effectively.

The session started with a few questions given to us by our finance Professor. The questions were:

- What is financial system?
- Can you imagine life without financial system?
- Structure of Indian Financial System?
- What are financial instruments, State the examples?
- What are financial institutions, State the examples?

Then there was an interactive session where Prof. gave us information about all those questions that he asked earlier. Additionally, he also told us about various types of financial market such as money market, capital market, debt market, equity market, etc. Further he also mentioned about the functions of a manager such as taking investment decisions, managing risks, capital budgeting and many more. We also learned the concept of IPO (Initial Public Offering), FPO (Further Public Offer), public issue and private issue of shares. Moreover, he taught us how to calculate the profitability of a project with the help of net present value and internal rate of return and what role cost of capital plays. Important pointers which were to be remembered are:

If the IRR > CC, then the NPV is positive and the project is profitable.

If the IRR = CC, then the NPV is 0. If the IRR < CC, then the NPV is negative and the project is not profitable.

The best method to find the profitability of a project is using the NPV (Net Present Value) method. Lastly, we worked on a live project in determining the whether we should accept this project. We came to a conclusion by using various methods such as forecasting, NPV, IRR.

Attaching the solution of question given to us during the session:

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	YEAR	0	1	2	3	4	5	6	7	8	9	10	Total Present value
2	VALUE	-800000000	10000000	15750000	27562500	45717300	52861200	57420000	50242500	69636600	55387500	65909000	
3	DISCOUNTING FACTOR		1.118	1.249924	1.39741503	1.56231001	1.74666259	1.95276877	2.18319549	2.44081255	2.72882844	3.050830191	
4													
5	PRESENT VALUE		8944544	12600766	19723918.4	29262630.2	30264116.5	29404403	23013285	28530089.2	20297172	21603627.82	223644552.1
6													
7	NPV	-576355448											
8	IRR	-8%											

Day 6: 3rd October 2022

The day started with the discussion about the topic: "Fundamental Concepts of Finance"
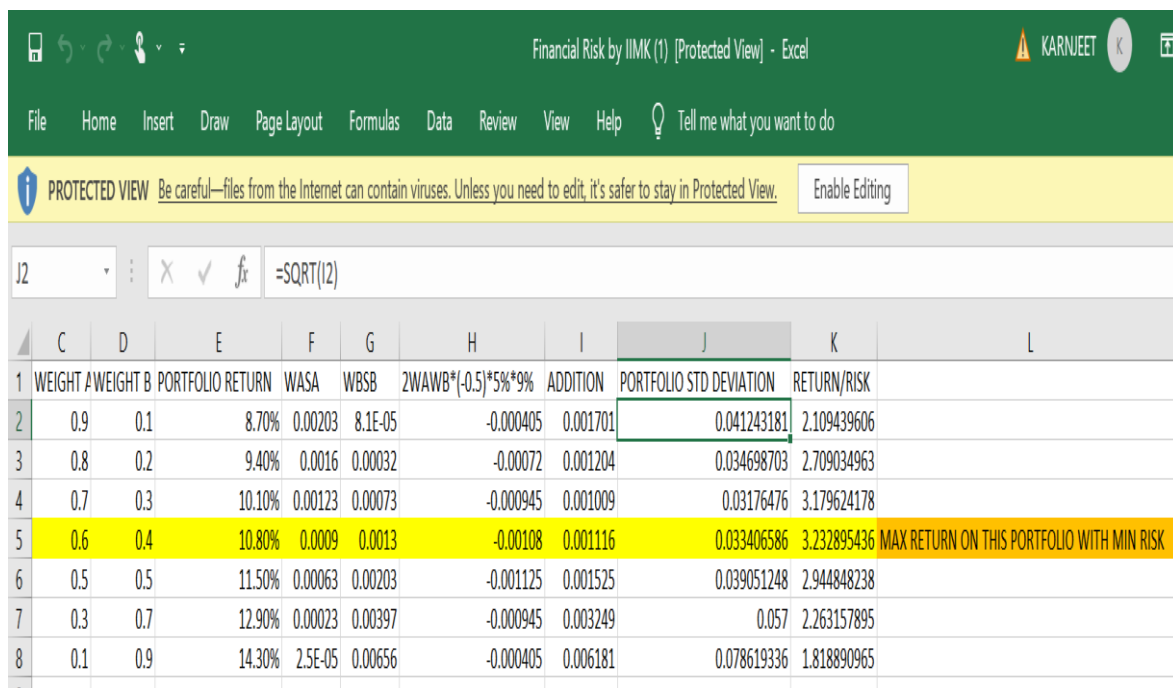
Majorly there are two concepts:

- Undertaking Risk
- Profit / Returns

Profit:

The net amount that you receive by deducting every expenses are known as Profits or Returns. It is express returns in terms of initial investment you make and it is shown in terms of percentage.

Risk:

Risk implies future uncertainty about deviation from expected earnings or expected outcome. Risk measures the uncertainty that an investor is willing to take to realize a gain from an investment.

Learnings:

We have learned how to diversify our investment by investing in multiple stocks. We can diversify our risks without affecting our returns. It can be best explained by saying "Put your eggs in different basket"

We have learned different types of risks; they are:

Firm specific Risk- Firm-specific risk is the unsystematic risk associated with a firm and is fully diversifiable according to the theory of finance. An investor can decrease his exposure to firm-specific risk by increasing the number of investments held in his portfolio of stocks.

Diversifiable Risk- Diversifiable risk is also known as unsystematic risk. It is defined as firm-specific risk and impacts the price of that individual stock rather than affecting the whole industry or sector in which the firm operates. A simple diversifiable risk example would be a labor strike or a regulatory penalty on a firm. So, even if the industry is showing good growth, this firm will face challenges, and shareholders might see lower prices even though the industry might be doing well.

Non- diversifiable Risk- It can be referred to a risk which is common to a whole class of assets or liabilities. The investment value might decline over a specific period of time only due to economic changes or other events which affect large sections of the market. However, diversification and asset allocation can provide protection against non-diversifiable risk as different sections of the market have a tendency to underperform at different times.

We have also learned different types of Investors, they are :

Risk Neutral Investor- Risk neutral is a term that is used to describe investors who are insensitive to risk. The investor effectively ignores the risk completely when making an investment decision. If you present a risk neutral investor with two possible investments that carry different levels of risk, he or she considers just the expected return from each investment – their risks are irrelevant to him or her.

Risk Averse Investors- Risk aversion is the tendency to avoid risk. The term risk-averse describes the investor who chooses the preservation of capital over the potential for a higher-than-average return. In investing, risk equals price volatility. A volatile investment can make you rich or devour your savings. A conservative investment will grow slowly and steadily over time.

Risk taking Investors- Risktaker investors are seeking for greater market uncertainty and market fluctuations, and they often pursue short-term, growth investments in anticipation of a higher investment return. Unlike value investors who are risk-averse, thus pursuing large-cap, U.S. stocks, risktaker investors invest in small, caps, international stocks and emerging markets.

Day 7: 4th October 2022

The day started with the first session by Prof. T. N Krishnan of Talent Management. Talent Management is the part of Human Resource Management in which HR Manager has to take care of the purposes related to the employee's behaviour. Means Talent management is how employers recruit and develop a workforce that is as productive as possible and likely to stay with their organization long term. When implemented strategically, this process can help improve the overall performance of the business and ensure that it remains competitive.

Then, we played an activity in that Prof. was commanding us the task and related to those questions, we had to take signatures.

Learnings from the activity: -

- Excitement with fun.
- Become an active listener.
- Be attentive.
- Sometimes be quick with your decisions.

We also had discussion on a case study – Google's Project Oxygen: Do Managers Matter? In this we learn about how the managers should be like – Strong interpersonal skill, work life balance, Problem Solver, Emotional Intelligence, Active listener, Empathy, Trust building etc.

Next class was taught by Prof. Sreejesh S. on Product line planning in this we learn about Conjointly. Conjointly is a survey-based statistical technique used in market research that helps determine how people value different attributes (feature, function, benefits) that make up an individual product or service.

The objective of conjoint analysis is to determine what combination of a limited number of attributes is most influential on respondent choice or decision making. A controlled set of potential products or services is shown to survey respondents and by analysing how they make choices among these products, the implicit valuation of the individual elements making up the product or service can be determined. These implicit valuations (utilities or part-worth) can be used to create market models that estimate market share, revenue and even profitability of new designs.

Submitted To

Dr Srikant Waghulkar Sir

By

Diksha Singh

Day 8: 5th October 2022

The day started with the discussion about the Case Study Curled Metal Inc. Main problem that arise from this study is What should a customer be willing to pay for one of Curled Metal Incorporated's (CMI) new cushion pads? What factors are relevant in calculating willingness to pay in this situation?

To solve this problem, the first thing came into the scenario is how many types of Pricing are there, which one is the most suitable in this situation.

Types of Pricing

- High Price
- Markup Pricing
- Competitor Oriented Price
- True Economic Value Pricing
- Penetration pricing
- Price Skimming
- Prestige Pricing
- Bait & Hook pricing

After the brief session and analyzing about pricing and solving some equation 6 points comes as a Solution –

- Company Objectives
- Competitive Prices
- Customer (Target)
- Competitive scenario
- Market Size
- Financial Conditions

After Curled Metal Inc. Case study we Started our next class with another Case Study Air France Internet Marketing. In this case study we have learnt about Google Ads, how it works,

information, SEPR (Search Engine Results Page) are the pages displayed by search engines in response to a query by a user.

Search Engine Marketing /Advertise, Pulled Advertise, cost per click (an adviser pays a publisher when the ad is clicked. Pay per click is usually associated with first tier search engines. How Google ranks work – Bid amount multiple with quality score. We have also seen platforms like "Ahref" "Ubbersuggest" this is mainly used to analyze a website's link profile, keyword rankings, and SEO (Search Engine Optimization) health. This session turned out to be a theoretical lesson in Group Discussion Skills.

Submitted To

Prof. Shrikant Waghulkar Sir

By Debasmita Chaki

Day 9: 6th October 2022

Today's first session by Prof. Jijo of Financial Statement Analysis. Financial Statement Analysis is the part of Financial Management, it means financial analysis is the process of evaluating businesses, projects, budgets, and other finance-related transactions to determine their performance and suitability. Typically, financial analysis is used to analyse whether an entity is stable, solvent, liquid, or profitable enough to warrant a monetary investment. For Example - analysing a company's performance and trend by calculating financial ratios like profitability ratios, including net profit ratio, which is calculated by net profit divided by sales. Prof. taught us to solve on Excel and just to give us the basis understanding.

KEY TAKEAWAYS

- If conducted internally, financial analysis can help fund managers make future business decisions or review historical trends for past successes.
- If conducted externally, financial analysis can help investors choose the best possible investment opportunities.
- Fundamental analysis and technical analysis are the two main types of financial analysis.
- Fundamental analysis uses ratios and financial statement data to determine the intrinsic value of a security.
- Technical analysis assumes a security's value is already determined by its price, and it focuses instead on trends in value over time.

Second session by Prof. Sreejesh of Digital Marketing: Display Advertising. Digital Marketing also called online marketing, is the promotion of brands to connect with potential customers using the internet and other forms of digital communication. This includes not only email, social media, and web-based advertising, but also text and multimedia messages as a marketing channel. Advertising is a marketing communication that employs an openly sponsored, non-personal message to promote or sell a product, service or idea

New terms that we learned –

- Broad Match Modifier
- Freez Match
- Exact Match
- Search Engine Optimization

- Transformative Consumer Research
- Cost Per Click
- Click Through Rate
- Key Performance Indicator

Submitted To

Dr Srikant Waghulkar Sir

By

Diksha Singh

Day 10: 07th October 2022

Today's session by Prof. Jijo on Financial Statement Modelling. Financial Statement Modelling is the part of Financial Management, is the process of creating a summary of a company's expenses and earnings in the form of a spreadsheet that can be used to calculate the impact of a future event or decision.

A financial model has many uses for company executives. Financial analysts most often use it to analyse and anticipate how a company's stock performance might be affected by future events or executive decisions. Practice related to Financial Modelling done on the Excel

Key Takeaways

- Financial modelling is a numerical representation of some or all aspects of a company's operations.
- Financial models are used to estimate the valuation of a business or to compare companies to their industry competitors.
- Various models exist that may produce different results. A model is only as good as the inputs and assumptions that go into it.

Submitted To

Dr Srikant Waghulkar Sir

By

Diksha Singh