



**CHRIST**  
**UNIVERSITY**

B A N G A L O R E , I N D I A

Declared as Deemed to be University under Section 3 of UGC Act 1956

**CHRIST UNIVERSITY  
INSTITUTE OF MANAGEMENT**

**SYLLABUS FOR  
MASTER OF BUSINESS ADMINISTRATION  
(MBA)  
(TRIMESTER SCHEME)**

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**MASTERS IN BUSINESS ADMINISTRATION**  
**COURSE OUTLINE**  
**YEAR- I**

**Trimester - I**

<b>Course</b>	<b>Title</b>	<b>Hrs</b>	<b>Marks</b>	<b>Credit</b>
MBA131	Information Technology for Management	30	100	2
MBA134	Financial Accounting For Managers	30	100	2
MBA135	Managerial Economics I	30	100	2
MBA137	Management Communication and Case Studies	30	100	2
MBA 139	Planning & Decision Making	30	100	2
MBA 140	Organizational Behaviour	45	100	3
MBA 141	Managerial Statistics	30	100	2
MBA175	<b>Industrial Domain Knowledge (IDK)</b> Project: Organizational Structure Study, Book Review, Out Bound Training, Current Affairs, Corporate Interface etc	30	100	2

**Trimester - II**

<b>Course</b>	<b>Title</b>	<b>Hrs</b>	<b>Marks</b>	<b>Credit</b>
MBA 232	Research Methodology	30	100	2
MBA 234	Corporate Database Management & Management Information System	30	100	2
MBA 235	Managerial Economics II	30	100	2
MBA 238	Business Law	30	100	2
MBA 240	Managing Human Resources	30	100	2
MBA 241	Marketing Management	30	100	2
MBA 242	Financial Management	30	100	2
MBA 275	<b>Industrial Domain Knowledge (IDK)</b> Current Affairs, Corporate Interface etc	30	100	2

**Trimester - III**

<b>Course</b>	<b>Title</b>	<b>Hrs</b>	<b>Marks</b>	<b>Credit</b>
MBA 334	Operations Research	30	100	2
MBA 338	Enterprise Resource Planning	30	100	2
MBA 340	* Financial Statement Analysis	15	50	1
MBA 341	Fundamentals of Services Management	30	100	2
MBA 342	Management Accounting	30	100	2
MBA 343	Operations Management	30	100	2
	<b>Functional Electives - Finance</b>			
MBA 301	Management of Banks and Financial Institutions	30	100	2
MBA 302	Security Analysis and Portfolio Management	30	100	2
	<b>Functional Electives – General Management</b>			
MBA 306	Management of Banking Institutions	30	100	2
MBA 307	Dynamics of IT and ITES Industry	30	100	2
	<b>Functional Electives – Human Resource</b>			
MBA 311	HR Planning, Recruitment and Selection	30	100	2
MBA 312	Training and Development	30	100	2
	<b>Functional Electives – Lean Operations &amp; Systems</b>			
MBA 316	Quality Management Systems	30	100	2
MBA 317	Project Management	30	100	2
	<b>Functional Electives - Marketing</b>			
MBA 321	Sales Management and Negotiation Skills	30	100	2
MBA 322	Marketing Analytics	30	100	2
MBA375	<b>Industrial Domain Knowledge (IDK)</b> Current Affairs, Corporate Interface etc	30	100	2

\* MBA 340 Financial Statement Analysis –Finance Students Only

**YEAR – II****TRIMESTER - IV**

<b>Course</b>	<b>Title</b>	<b>Hrs</b>	<b>Marks</b>	<b>Credit</b>
MBA 431	Strategic Management	30	100	2
MBA 435	E - Business	30	100	2
	<b><i>Functional Electives / Finance</i></b>			
MBA 402	Taxation for Managers	30	100	2
MBA 403	International Financial Management	30	100	2
MBA 404	Advanced Financial Statement Analysis	15	100	1
MBA 465	Management of Financial Services	30	100	2
MBA 471	Project Appraisal and Finance	30	100	2
	<b><i>Functional Electives / – General Management</i></b>			
MBA 411	Business Analysis I	30	100	2
MBA 412	Negotiation	30	100	2
MBA 413	Management Science	30	100	2
MBA 414	Business Analytics	30	100	2
MBA 415	Corporate Image Management	30	100	2
	<b><i>Functional Electives / Human Resource</i></b>			
MBA 421	Organizational Change and Development	30	100	2
MBA 422	Human Resource Analytics	30	100	2
MBA 466	Performance Management and Employee Counseling	30	100	2
MBA 472	Labour Laws I	30	100	2
	<b><i>Functional Electives / Lean Operations &amp; Systems</i></b>			
MBA 477	Product Design & Facility Planning	30	100	2
MBA 478	Strategic Operations Management	30	100	2
MBA 480	Business Intelligence	30	100	2
MBA 481	Service Operations Management	30	100	2
	<b><i>Functional Electives / Marketing</i></b>			
MBA 441	Distribution and Supply Chain Management	30	100	2
MBA 461	Consumer Behaviour	30	100	2
MBA 464	Business to Business	30	100	2
MBA 467	Strategic Marketing Management	30	100	2
MBA 473	International Marketing	30	100	2
	<b>SIP (All specializations)</b>			
MBA 482	Project: Summer Internship (2 months) Corporate Interface	30	100	2

**Trimester - V**

<b>Course</b>	<b>Title</b>	<b>Hrs</b>	<b>Marks</b>	<b>Credit</b>
MBA 531	Entrepreneurship	30	100	2
MBA 534	Business Ethics & Leadership in Organization	30	100	2
	<b>Functional Electives / Finance</b>			
MBA 502	Wealth Management <b>or</b>	30	100	2
MBA 503	Insurance			
MBA 562	Mergers, Acquisitions & Restructuring	30	100	2
MBA 574	Strategic Financial Management	30	100	2
MBA 578	<i>Management of Small and Medium Enterprises (Add On / Optional Course)</i>	30	100	2
	<b>Functional Electives / - General Management</b>			
MBA 511	Business Analysis II	30	100	2
MBA 512	Governance and Compliance	30	100	2
MBA 513	Management Consulting	30	100	2
MBA 514	Quality Management Systems	30	100	2
	<b>Functional Electives / Human Resource Management</b>			
MBA 521	Human Relations skills	30	100	2
MBA 566	Labour Laws II	30	100	2
MBA 569	Compensation Management	30	100	2
MBA 572	Strategic Human Resource Management	30	100	2
	<b>Functional Electives / Lean Operations &amp; Systems</b>			
MBA 551	Technology Management & Industrial Automation	30	100	2
MBA 552	Enterprise Asset Management	30	100	2
MBA 583	Advanced- Supply Chain Management	30	100	2
MBA 584	Lean Planning Manufacturing and Control	30	100	2
	<b>Functional Electives / Marketing</b>			
MBA 541	Customer Relationship Management	15	100	1
MBA 542	Marketing Research	30	100	2
MBA 543	Technology Marketing <b>or</b>	15	100	1
MBA 544	Marketing of Financial Services			
MBA 545	Retailing Management	30	100	2
MBA 564	Integrated Marketing Communication	30	100	2
	<b>Dissertation I (All specializations)</b>			
MBA 589	Dissertation I Seminars Corporate Interface	30	100	2

**Trimester - VI**

<b>Course</b>	<b>Title</b>	<b>Hrs</b>	<b>Marks</b>	<b>Credit</b>
MBA631	International Business	30	100	2
	<b><i>Functional Electives / Finance</i></b>			
MBA 601	Derivatives	30	100	2
MBA 662	Financial Risk Management	30	100	2
	<b><i>Functional Electives / – General Management</i></b>			
MBA 611	Business Analysis III	30	100	2
MBA 612	Cross Cultural Management	30	100	2
	<b><i>Functional Electives / Human Resource</i></b>			
MBA 621	International Human Resource Management	30	100	2
MBA 667	Latest Trends in HRM	30	100	2
	<b><i>Functional Electives / Lean Operations and Systems</i></b>			
MBA 671	Green Operations	30	100	2
MBA 672	Software Engineering and Software Project Management	30	100	2
	<b><i>Functional Electives / Marketing</i></b>			
MBA 664	Brand Management	30	100	2
MBA 678	Digital Marketing	30	100	2
	<b>Dissertation II (All specializations)</b>			
MBA 673	Dissertation II Corporate Interface	30	100	2
	<b>TOTAL</b>			

## Electives

### Finance

<b>Trimester IV</b>	<b>Trimester V</b>	<b>Trimester VI</b>
Taxation for Managers	Wealth Management <b>or</b> Insurance	Derivatives
International Financial Management	Mergers, Acquisitions and Restructuring	Financial Risk Management
Advanced Financial Statement Analysis	Strategic Financial Management	
Management of Financial Services	Management of Small and Medium Enterprises (Add on/Optional Course)	
Project Appraisal and Finance		

### General Management

<b>Trimester IV</b>	<b>Trimester V</b>	<b>Trimester VI</b>
Business Analysis I	Business Analysis II	Business Analysis III
Negotiation	Governance and Compliance	Cross Cultural Management
Management Science	Management Consulting	
Business Analytics	Quality Management Systems	
Corporate Image Management		

### Human Resource Management

<b>Trimester IV</b>	<b>Trimester V</b>	<b>Trimester VI</b>
Organizational Change & Development	Human Relations skills	International Human Resource Management
Human Resource Analytics	Labour Laws II	Latest Trends in HRM
Performance Management and Employee Counseling	Compensation Management	
Labour Laws I	Strategic Human Resource Management	



**Lean Operations & Systems**

<b>Trimester IV</b>	<b>Trimester V</b>	<b>Trimester VI</b>
Product Design and Facility Planning	Technology Management and Industrial Automation	Green Operations
Strategic Operations Management	Enterprise Asset Management	Software Engineering and Software Project Management
Business Intelligence	Advanced- Supply Chain Management	
Service Operations Management	Lean Planning Manufacturing & Control	

**Marketing**

<b>Trimester IV</b>	<b>Trimester V</b>	<b>Trimester VI</b>
Distribution & Supply Chain Management	Customer Relationship Management	Brand Management
Consumer Behaviour	Marketing Research	Digital Marketing
Business to Business	Technology Marketing <b>or</b> Marketing of Financial Services	
Strategic Marketing Management	Retailing Management	
International Marketing	Integrated Marketing Communication	

# **CURRICULUM**

## **YEAR - I**

### **Trimester – I**

## **MBA 131 Information Technology for Management**

**2 Credits**

### Description

This is a core subject. It covers a wide spectrum of information technology aspects in order to prepare the students to undertake IT associated work with ease when they enter the industry. The focus is on an application oriented approach by bringing in various contemporary IT related aspects.

### Learning Objectives

- To understand the importance of IT as a key enabler in providing solutions to modern business problems
- To study the impact of IT on organizations, society and individuals
- To realize the importance of Information as the key resource for organization productivity and effectiveness
- To adapt and upgrade continuously to present and trends in IT

### **Unit I Introduction to Information Technology**

**(5 Hrs)**

*Level of knowledge: Basic & Fundamental*

Information Technology & its role in modern business, Trends in information technology, Information technology as an enabler, Pressures exerted by IT on business and how business responds to IT, Transition from old economy to digital economy, Application of IT in various functional departments  
IT, people view, empowering people through information, managing change – the Indian paradigm. Managing the ‘digital divide’, Big data.

### **Unit II Information as Key Business Resource**

**(4 Hrs)**

*Level of knowledge: Conceptual*

Dimensions of information, Information flow in organizations, Information processing, Hierarchy of information systems in an organization, Management information systems, Inter-organizational information systems, Enterprise information systems, Information architecture, the knowledge worker. How IT can transform organizations

### **Unit III Role of Hardware in it**

**(5 Hrs)**

*Level of knowledge: Fundamental*

Overview of Hardware industry in India and its market, Basic elements of computer hardware. Developments in I/O devices. Microprocessors, Microcontrollers, Primary and Secondary storage, Enterprise storage, Data centers, Computer generations and Computer hierarchy

**Unit IV Role of Software in IT**

**(5 Hrs)**

*Level of knowledge: Preliminary*

Overview of the software industry in India, Application and System software, Operating systems, Cloud computing , Virtualization, SaaS, Alien software. Overview of programming languages.

**Unit V Role Of Telecommunication and Networking in it**

**(4 Hrs)**

*Level of knowledge: Working knowledge*

Components of telecommunication systems. Telecom scenario in India. Types of networks and topology. Wireless technology. GSM, CDMA. Social networks.

**Unit VI Information Technology Applications**

**(5 Hrs)**

*Level of knowledge: Working knowledge*

Information superhighway, Groupware, Multimedia, Voice recognition and Touch screens, Convergence, Virtual reality, Artificial Intelligence, Business Intelligence Growth of internet, Internet2. Internet governing bodies. Impact of internet connectivity and pricing in India (rural and urban). Intranets, extranets, EDI.

**Unit VII Impact of it on Organizations, Individuals and Society**

**(2 Hrs)**

*Level of knowledge : Application*

Ethical Issues, Information privacy, Information Technology & its impact on Organizations, IT & its impact on individuals, Health & safety, Social impact of IT, IT & employment., Overview of cyber laws.

**[Total: 30 Hours]**

**Skill Development**

1. The course is facilitated by class lectures and interaction
2. Case studies
3. Student presentation and classroom discussions.
4. Group presentations on emerging technologies
5. Discussion on contemporary and current issues in IT

**Prescribed Text**

1. Efrain,T., Dorothy, L., Ephraim, McLean., & James, W., *Information technology for management: transforming organizations in the digital econom* (7<sup>th</sup> ed.). India: John Wiley & Sons Publications.

## References

1. Carroll, W.F., John, C. F. (5<sup>th</sup> ed.). USA: Thomson- Course Technology Publications.
2. Lucas., *Information technology*. New Delhi: John Wiley & Sons Inc Publications.
3. O'Brien James A., *Management information systems. Managing information technology in the business enterprise (7<sup>th</sup> ed.)*. India: Tata McGraw Hill Publishing Co. Ltd.
4. Ramesh, B. (2009). *IT for management*. New Delhi: Tata McGraw Hills Publications.
5. Stair Ralph. (2008). *Principles of information system*. New Delhi: Cengage Publications.
6. Turban, Mclean., Wetherbe. (2008). *Making connections for strategic Advantage*. New Delhi: John Wiley & Sons Inc Publications.
7. Williams, Brian. K., Sawyer, S. C., *Latest complete version using information technology. A practical introduction to computers and communications*. India: Tata McGraw -Hill Publishing Co. Ltd.

## Expert Member

1. Prof. B. Rajendran Thangadurai,  
RB & Creations,  
501 Block 18 Glitter,  
Sun City Apartments  
Outer ring Road,  
Bangalore -34
2. Prof. A.R. Muthuswamy  
Ex-ED-SAIL,  
External Faculty,  
Bangalore.

## **MBA 134 Financial Accounting for Managers**

**2 Credits**

### Description

This paper is offered as a compulsory subject in the first trimester. Today's world is of information—its preparation, communication, analysis, and use. Accounting is at the heart of this information age. By studying this course, student will learn about concepts, procedures, and analyses that are useful in everyday activities. This course describe concept of accounting, accounting principles, users and uses of accounting information, accounting equation recording of transactions i.e., journal, ledger, subsidiary books, bank reconciliation statement, trail balance. The course also discusses preparation of Income statement and Balance sheet and financial statement analysis.

### Learning Objectives

- To understand the fundamentals of financial accounting;
- To create an awareness of the importance and usefulness of the accounting function;
- To develop an understanding of financial statements and the principles and concepts underlying them;
- To lay foundation for developing the skills to interpret Financial Statements;
- To understand and proper presentation of company's Annual report;
- Cash flow and fund flow statement, ratio analysis.
- To review the developments in accounting

### **Unit I Introduction to Accounting**

**(2 Hrs)**

*Level of Knowledge: Conceptual and Basic*

Introduction to Accounting, Need for Accounting, Aim and influence of accounting in the information age.

Identification of forms of organization and their characteristics.

Identification and description of three major activities in organizations.

Identification of users and uses of accounting.

Explanation and interpretation of accounting equation

### **Unit II Financial Accounting – Concept, Conceptions, IGAAP & IFRS**

**(4 Hrs)**

*Level of Knowledge: Working Knowledge*

Accounting Standards - IGAAP & IFRS

Meaning of accounting principles – Concepts & Conventions

Accounting Process

Accounting equation – Asset account, Liability account & Equity account

Analyzing transactions – Transaction analysis

Debits and credits and explanation regarding their role in double-entry accounting.

**Unit III Steps in Processing Transaction (8 Hrs)**

*Level of Knowledge: Working Knowledge*

Double-entry book-keeping system, Journal, Ledger, Posting, Debits, Credits, Trial Balance, Adjusting entries, Final Accounts for non-corporate (Manufacturing Trading, P&L, B/S), Final Accounts for Corporate (P&L, B/S, P&L Appropriation).

**UNIT IV Subsidiary Books (2 Hrs)**

*Level of Knowledge: Working Knowledge*

Meaning of subsidiary books

Types of subsidiary books

Preparation of Cash book – Two column & three column cash book

Bank reconciliation statement

Meaning & classification of accounting errors

**Unit V Preparation of Disclosure – Annual Report (4 Hrs)**

*Level of Knowledge: Working Knowledge*

Disclosure of information, Indian Accounting Standards, Legal requirement (Company” Act, SEBI, Income-Tax Act etc.) Revenue Recognition, Fixed Assets & Depreciation Accounting, Intangible Assets and Inventory valuation.

**Unit VI Financial Statement Analysis and Interpretation (10 Hrs)**

*Level of Knowledge: Working Knowledge*

Comparative and common size statement, Financial statement analysis and Interpretation, Trend analysis, Types of ratios and its importance, Fund flow analysis, Cash flow analysis

**[Total: 30 Hours]**

**Skill Development**

1. Lecture and Discussion
2. Classroom Case discussion and analysis
3. Presentation by students in Group
4. Class exercises and Tests
5. Surprise Test and Quiz
6. Individual / Group Assignments

### **Prescribed Texts**

Naryanswamy, R. *Financial accounting – A management perspective*, (4<sup>th</sup> ed.). PHI.

### **References**

1. Anthony ,Robert. (2009), *Accounting text and cases*. New Delhi: Tata McGraw-Hill Publications.
2. Bhattacharya,A.B. (2010). *Financial accounting for business managers*. (3<sup>rd</sup> Ed.). New Delhi : Prentice Hall of India.
3. Gupta, Ambrish., *Financial accounting for management*. New Delhi: Pearson Publications.
4. Lal, Jawahar., & Srivastava, Seema. *Cost accounting*. New Delhi: Tata McGraw Hill Publications.
5. Maheshwari S.N., *Advance accounting*. New Delhi: Vikash Publishing House.
6. N.Ramchandran., & Kakani. (2010), *Financial accounting for management* (3<sup>rd</sup> ed.). Delhi: Tata McGraw-Hill Publications.
7. Prasanna, Chandra.(2010). *Managers guide to finance and accounting*. New Delhi: Tata McGraw-Hill Publications.
8. Tulsian, P.C. (2010). *Financial accounting*. New Delhi: Pearson Publications.

### **External Experts**

1. Prof. Shetty FCA  
Department of Management  
Dayanad Sagar Institute  
Bangalore

2. CA Deepika R Gupta FCA  
IIM Bangalore

3. Prof Chowdari Prasad  
T A Pai Management Institute  
Manipal Karnataka



## **MBA 135 Managerial Economics I**

**2 Credits**

### Description

This course is offered in first trimester to equip the students the art of managerial decision making at the firm level. Managerial Economics introduces the concept of markets, pricing and managerial decision making. The first part focuses on essential concepts such as scarcity and efficiency, problems of economic society, demand analysis, elasticity, consumer behavior, producer behavior, and cost analysis. The second part of the course focuses on advanced topics in economic analysis, with a focus on strategic behavior of the business firms, different kinds of market structures and pricing strategies

### Learning Objective

- Learning Evaluate economic behavior, response to incentives, utility, satisfying and maximizing traits in consumers
- Understand and appreciate the production dynamics – including cost, revenue and profit considerations
- Evaluate and compare the various types of market structures and use them when planning price policy in industry
- Learn the optimization functions for both consumer and producer equilibrium
- Demonstrate the use of micro concepts like elasticity and opportunity cost in strategic planning
- Design optimal combinations for use of scarce resources with the marginal cost – benefit analysis

### **Unit I Introduction**

**(1 Hr)**

Introduction to Managerial Economics, Economic Systems, Production possibility curve, General and Partial Equilibrium analyses

### **Unit II Demand and Supply Analyses (Application)**

**(5 Hrs)**

Definition of demand, Law of demand and its determinants and exceptions, movement along the demand curve and shift in demand curve. Definition of supply, Law of supply, Movement along the supply curve and shift in supply curve, Factors affecting supply, Market equilibrium. Application of demand and supply analyses. Concepts of elasticity, degree, determinants & types, practical implication, Relationship of Revenue and elasticity of demand, demand forecasting

**Unit III The Consumer Behaviour (Application) (5 Hrs)**

Introduction to Consumer behavior, Utility, Cardinal approach, Ordinal approach, Consumer's equilibrium using Indifference curve analysis, Application of Indifference curve analyses

**Unit IV Analyses of Production, Costs and Revenues (5 Hrs)**

Production functions, Law of Variable proportions, returns to scale and economies of scale. Costs, Isoquants, Least cost combination types of costs, Short run costs and long run cost, Revenue Analysis –TR, AR and MR, and break even analysis, ( case study)

**Unit V Market Structure and Pricing Policy (Part I) (5 Hrs)**

Types of markets, Perfect competition features, Price determination and equilibrium in the short run and the long run, Monopoly - features, equilibrium condition, Price discrimination. (Case study)

**Unit VI Market Structure and Pricing Policy (Part II) (6 Hrs)**

Monopolistic competition - features, equilibrium Duopoly, Oligopoly, Non Collusive and Collusive oligopoly models,. (Case study)

**Unit VII Game Theory (3 Hrs)**

Basics of game theory, Dominant strategy, Nash equilibrium Prisoners' Dilemma

**[Total: 30 Hours]**

**Skill Development**

1. Group presentations on various economic principles and theories with detailed description.
2. Practical problems in forecasting demand for the products.
3. Case studies
4. Presentations on market structure and competition.
5. Application exercises on cost and production analysis.

**References**

1. Mankiw, N. Gregory. (2010). *Principles of micro economics*. New Delhi, India: Thomson.

2. Salvatore, D. (2012). *Managerial economics in a globalized economy*. New York: TATA MCGraw Hill.
3. Trivedi, M.L. (2010). *Managerial economics - theory and applications*. New Delhi, India: TATA MC graw Hill.
4. Damodaran, Suma. (2011). *Managerial Economics* (2nd ed.). New Delhi, India: Oxford University Press.

### **External Experts**

- |   |   |
|---|---|
| <ol style="list-style-type: none"><li>1. Dr. Viswanath N.S.<br/>Director<br/>Bhavan Marshall Institute of Management<br/>Race Course Road<br/>Bangalore.</li><li>2. Dr. Subhash Sharma,<br/>Director<br/>Indian Business Academy<br/>Bangalore.</li></ol> | <ol style="list-style-type: none"><li>3. Mr. Giri Narayanan<br/>Director – HR<br/>GE Power,<br/>Bangalore</li></ol> |
|---|---|

## **MBA 137 Management Communication and Case Studies**

**2 Credits**

### Description

This paper is offered in the first trimester and it emphasizes the importance of communication in the world of business. Today communication plays a vital role for effective and efficient functioning of organization. Future leaders and managers to be successful have to master the art of both verbal & non-verbal communication. The course equips the students to acquire core competencies & skill sets to be better communicators.

### Learning Objectives

- To make the students understand the nuances of the communication process in today's dynamic corporate world
- To sharpen the analytical, written and spoken communication skills of the students
- To teach them basic skills of making presentations and case analyses that are useful to them not just in their academic pursuits, but throughout their careers

### **Unit I Introduction to Managerial Communication**

**(6 Hrs)**

#### *Level of Knowledge: Conceptual and Basic*

Importance of communication, Process of communication, Barriers to communication - Overcoming barriers to communication, Essentials of Good Communication.

### **Unit II Communicating at Work**

**(6 Hrs)**

#### *Level of Knowledge: Conceptual*

Communication networks, Formal communication networks - Downward communication, Upward communication, Horizontal communication, Informal communication networks - Based on – Friendships, Shared personal or career interest and proximity between workers.

#### *Communication, Culture and Work*

Cultural diversity and communication - The Nature of culture, Cultural differences in international business, Social customs, Styles of dress, Time, Gender roles.

#### *Verbal and Nonverbal Messages*

Verbal Messages - Clarity and Ambiguity, Inflammatory language, Male & Female language use. Nonverbal Communication - Types of Non-verbal communication, Characteristics of Nonverbal communication

*Communicating with Technology*

Electronic communication Technologies- Telephone, Facsimile and computers - Issues relating to communicating with Electronic Technologies- Such as Information overload, Anonymity, Lack of Interpersonal contact and organizational values.

**Unit III Written Communication (6 Hrs)**

*Level of Knowledge: Conceptual & Application*

Principles of Letter Writing - Structure and layout of letters, Sales letters - Claim and Adjustment letters, Credit and Collection letters - Circular letters, Memorandum, Notices, Agenda and Minutes, Drafting Memos, Method of writing- notices, Agenda and Minutes of the meetings, Report writing - Types of reports - Importance of reports - Structure of reports

**Unit IV Case Studies (6 Hrs)**

*Level of Knowledge : Conceptual & Application*

**Unit V Making Effective Presentations (6 Hrs)**

*Level of Knowledge : Application*

(Practical sessions by students) - Oral Presentation - Body language, Voice Modulation, Audience awareness, Eye contact, Stance, Presentation plan - Visual Aids

**[Total: 30 Hours]**

**Skill Development:**

1. Group presentations on various topics related to communication
2. Case studies

**Core Text**

1. Raymond, V.L., Marie, E.F. (2009). *Basic business communication*. New Delhi: Tata McGraw Hill Publishing Company Ltd.(11<sup>th</sup> ed.).

**References**

1. Adler, R.B., Elmhorst, J. Marquardt., *Communicating at work*. The McGraw-Hill Publications.
2. Bovee, L., Thill, J.V. & Chaturvedi, M. (2009). *Business communication today* *coutland* (9<sup>th</sup> ed.).
3. Chaturvedi, P.D., Chaturvedi, M., *Business communication*. Delhi: Pearson Education.

4. Ewald, H.R., & Burnett, R.E., *Business communication*. NJ: Prentice-Hall International Publications.
5. Rai, Urmila., & Rai, S. M., *Business communication*. Himalaya Publishing House.
6. Ramachandran, K. K., Lakshmi, K.K, Karthik, K.K & Krishnakumar, M. (2008). *Business communication*. Macmillan India Ltd Publications.
7. Raman, Meenakshi., & Singh, Prakash. (2008). *Business communication*. Oxford University Press Publications.

### **External Experts**

1. Dr. Viswanath N.S.  
Director  
Bhavan Marshall Institute of Management  
Race Course Road  
Bangalore.
2. Dr. Subhash Sharma,  
Director  
Indian Business Academy  
Bangalore.
3. Mr. Giri Narayanan  
Director – HR  
GE Power,  
Bangalore

## **MBA139 Planning and Decision Making**

**2 Credits**

### Description

Managers are regarded and evaluated in term of success in making decisions. Decision-making is the main responsibility and function of the manager. This course describes the steps necessary to make decisions that are aligned with business objectives and provides problem solving tools to address a range of challenges that every manager encounters.

The course utilizes lectures, independent reading, presentation, and active participation.

### Learning Objectives

- To give an introduction to management studies and a brief outline on the history and development of management thought.
- To provide an understanding about the function of planning and controlling.
- To provide a conceptual knowledge of decision making techniques

### **Unit I Introduction**

**(6 Hrs)**

Nature and purpose of Management:

Meaning; Scope; Managerial levels and skills; Managerial Roles; Management: Science, Art or Profession; Universality of Management.

Evolution of Management Thought:

Ancient roots of management theory; Classical schools of management thought; Behavioural School, Quantitative School; Systems Approach, Contingency Approach; Contemporary Management thinkers & their contribution. Ancient Indian Management Systems & Practices. Comparative Study Of Global Management Systems & Practices.

Visual Material:

1. Patnaik, D. *Management using Indian Mythology*.
2. Documentary by Tom Peters

Assignment:

Compare management practices (POSLC) of key economies in the world namely U.S.A., Japan, China, India, U.K., France, Germany, Russia & Brazil.

### **Unit II Planning**

**(7 Hrs)**

Types of Plans; Steps in Planning Process; Strategies, Policies and Planning Premises (Planning approaches); Forecasting & MBO.

Assignment:

1. Group presentations on action plan preparation to organize events e.g. Blood Donation Camp, A Housing Loan Mela, A Musical Night by Jagjit Singh, A Management Fest, A Job Fair, An Auto Expo, National Games, Film fare Awards.

**Unit III Decision Making**

**(7 Hrs)**

The Importance and Limitations of Rational Decision Making: Limited or “bounded” rationality.

The Decision Process: Five key steps

Step 1: Establish a context for Success

Step 2: Frame the issue properly

Step 3: Generate Alternatives

Step 4: Evaluate the Alternatives

Quantitative and qualitative factors, marginal analysis, cost effective analysis.

Step 5: Choose the Best Alternative : 3 Approaches - Experience, Experimentation, Research and Analysis.

**Reference Books**

1. Drucker, P.F. *The Effective Decision*
2. Hammond, J.S., Keeney, R.L. & Raiffa, H. (March 1998). Even Swaps: A Rational method for making trade-offs. *Harvard Business Review*.
3. Stryker, P. Can you Analyze This Problem? *Harvard Business Review*.
4. Stryker, P. How to Analyze That Problem? *Harvard Business Review*.
5. Hayashi, A.M.(2001). When to trust your Gut. *Harvard Business Review*, 79(2), pp. 58-65.
6. Gopalakrishna, R.S. (2009). *The case of the bonsai manager*. Penguin Books India.

**Unit IV**

**(4 Hrs)**

Programmed and Non-Programmed decisions, the Uncertainty Problem: How to deal with unknowns, Human Foibles : How to counter tendencies that can ambush your decision, Organizational Traps : The Madness and wisdom of crowds

Suggested Reading:

1 Hammond, J.S., Keeney, R.L. & Raiffa, H.( January, 2006). The Hidden Traps in Decision Making. *Harvard Business Review*.

**Unit V**

**(4 Hrs)**

Decision Support Systems

Managing Creativity and Innovation: The creative process, Techniques to enhance creativity.

**Unit VI Controlling**

**(2 Hrs)**

Nature of organizational control; control process; Methods and techniques of control; Designing control systems.



Assignment:

1. Identify cases where companies have failed due to faulty / absence of adequate control systems. (For ex. Audit failure at Satyam computers)

**[Total: 30 Hours]**

**Skill Development**

1. Exposure contemporary management practices through role plays/ simulations
2. To hone decision making skills through case studies

**Primary Reference Books**

Koontz, H. & Heinz, W. (2013). *Management* (12<sup>th</sup> Edition). Tata McGraw Hill Publications.

*Decision Making – 5 Steps to Better Results*. Harvard Business Series.

**Secondary Reference Books**

1. Daft, R. L. (2013). *The new era of management* (10<sup>th</sup> ed.). Cengage Publications.
2. Prasad, L.M., Principles and practices of management, New Delhi: Sultan Chand & Sons.
3. Stoner, J.F., Freeman, E. R., & Gilbert, D.R. (2012). *Management* (6<sup>th</sup> ed.). Pearson Publications.

**External Experts**

1. Dr. Viswanath N.S.  
Director  
Bhavan Marshall Institute of Management  
Race Course Road  
Bangalore.
2. Dr. Subhash Sharma,  
Director  
Indian Business Academy  
Bangalore.
3. Mr. Giri Narayanan  
Director – HR  
GE Power,  
Bangalore

## **MBA 140 Organizational Behaviour**

**3 Credits**

### Description

This is a foundation course. The course is designed to introduce the field of organizational behavior, giving special attention to the major challenges and the paradigm shift facing today's management; to present the organizational behavior perspective for management; to provide opportunities to express one's behaviour and experience others' behaviour. The experiential learning method is adopted.

### Learning Objectives

- To enhance the students' understanding of one's own behaviour and its impact on others.
- To develop a meaningful insight to diagnose and effectively deal with human behaviour at the workplace.
- To develop students skills for influencing and managing groups thus enhancing personal & interpersonal skills.

### **Unit I Introduction to Organizational Behaviour**

**(3 Hrs)**

#### *Level of Knowledge: Basic Knowledge*

Historical Development, Behavioural sciences and Organizational behaviour, Meaning, Importance, Basic concepts, organizational behaviour (OB) in global context, Managing worker diversity.

### **Unit II Individual Behaviour – Personality & Perception**

**(7 Hrs)**

#### *Level of Knowledge: Conceptual & Application*

*Personality:* Foundations of individual behaviour, Personality, Meaning and Importance, Development of personality, Determinants of personality, Theories of personality, Relevance of personality to managers.

*Perception:* Nature, Importance and Definition of Perception, Factors involved in perception, The Perceptual Process, Perceptual Selectivity and Organization, Applications in Organizations.

### **Unit III Learning, Attitudes, Values & Job Satisfaction**

**(5 Hrs)**

#### *Level of Knowledge: Conceptual & Application.*

*Learning:* Definition and Importance, Theories of learning, Principles of learning, Shaping as managerial tool, Applications in organizations. *Attitudes, Values and Job Satisfaction:* Sources and types of attitudes, Attitude formation and change, Cognitive Dissonance Theory. *Values:* meaning, importance, source and

types, and applications in organizations. Effects of employee attitude, Job related attitudes

**Unit IV Motivation (4 Hrs)**

*Level of Knowledge: Conceptual & Working Knowledge*

Meaning, Theories of motivation, Motivation applied in organizations, Job design, Performance appraisal, Goal setting.

**Unit V Groups & Teams (4 Hrs)**

*Level of Knowledge: application & Working Knowledge*

Groups - Meaning classification and nature of groups, Stages of group development, Resources structure and processes, Tasks and effect of groups on performance and satisfaction. Teams - Meaning of teams, Types of teams, characteristics of teams, Team development, Team decision making.

**Unit VI Enhancing Interpersonal Effectiveness (5 Hrs)**

*Level of Knowledge: Skill Development & Application*

Increasing Personal and Interpersonal effectiveness through understanding and practicing, Transactional Analysis and Johari Window Model.

**Unit VII Power & Politics (4 Hrs)**

*Level of Knowledge: Conceptual & Skill Development Knowledge*

Meaning, nature & bases of power, power relationships, organizational politics, outcomes of power.

**Unit VIII Managing Organizational Culture (5 Hrs)**

*Level of Knowledge: Application & Working Knowledge*

Meaning, dimensions & Types of culture, Creating, Sustaining & Transmitting culture, Keeping cultures alive & How employees learn culture.

**Unit IX Managing Organizational Conflict & Stress (4 Hrs)**

*Level of Knowledge: Skill Development & Working Knowledge*

Managing organizational conflict: Meaning & views to conflict, sources of conflict, Resolution techniques, and stimulation techniques. Stress: Meaning, factors responsible for stress, coping strategies

**Unit X Managing change and development**

**(4 Hrs)**

*Level of Knowledge – skill development & application knowledge*

Meaning & types of change, managing organizational change, resistance to change, overcoming resistance to change.

Meaning & values of organizational development, Organizational development approaches and techniques.

**[Total: 45 Hours]**

**Skill Development**

1. A learning diary to be maintained to stimulate introspection about one's behaviour.
2. Case studies, group discussions, exercises, games, role-plays & psychological instruments will be adopted.
3. Term paper, small group interaction, group tasks and presentations will be made compulsory.

**Prescribed Texts**

1. Udai Pareek., (2009). *Understanding Organizational Behavior*. Oxford University Press.
2. Robbins & Judge., (2009). *Organizational Behavior*. 13th Edition, Prentice Hall of India.
3. Debra I. Nelson & James C. Quick., (2009). *Organizational Behavior*, Thomson South Western.

**References**

1. Fred, Luthans. (2009). *Organizational behavior*. McGraw –Hill international edition.
2. Helriegel, D., Slocum, J. N., & Woodman, R. W. (2009). *Organizational behavior*. Macgraw-Hill.
3. Hodegetts, R. M. (2009). *Organizational behavior*. Macmillan.
4. Greenberg, J., & Baron, R. A. (2009). *Behavior in organizations*. Prentice hall of India.
5. Robert, Kreitner., & Angelo, Kinicki. (2009). *Organizational behavior*. McGraw hill.

**External Experts**

- |   |   |
|---|---|
| 1. Dr. B.C Sanjeevaiah,<br>Professor & Chairman<br>Post Graduate Department of Commerce<br>Bangalore University | 3. Mr. Girinarayan<br>Director – Human Resource<br>Lineage Power Ltd<br>Bangalore |
| 2. Dr.Poornima<br>Faculty, Icfai Business School,<br>Bangalore  | 4. Dr. Subhash Sharma<br>Director, Indus Business<br>Academy Bangalore            |

## **MBA 141 Managerial Statistics**

**2 Credits**

### Description

This is a core course for 2 credit hours. It will discuss from both conceptual and application perspective, basic statistical and mathematical concepts and tools widely used in business applications. The course gives a basic mathematical / statistical input desired for a clear understanding of core courses like Economics, Foundations of Finance, Managerial Finance, Operations Management and electives in Marketing & Finance Courses. Further it enables to conceptualize business problems in statistical / mathematical terms and solve them to provide solutions.

### Learning Objectives

Multiple pedagogies and active course participants should make this course as useful foundation for continued professional development. With diligence and commitment to mutual learning, the following learning outcomes can be accomplished.

- Become aware of Data – to – Information Conversion Process
- Summarize data by computing measures of Central Tendency, Dispersion, Skewness and Kurtosis
- Understand the concept of Probability & random variables and applications of important probability models
- Understand the need and application of sampling methods. Various sampling methods used in practice will be discussed.
- Understand and apply appropriate inferential statistical tools of estimation and testing of hypothesis. Understand the method of evaluating the association between variables through correlation and regression modeling.
- Use basic time series analysis for forecasting.
- Understand the approach for decision making under uncertainty.
- Appreciate the use of some basic mathematical tools for business applications.

### **Unit I Introduction & Application of Quantitative Methods in managerial Decision Making (4 Hrs)**

#### *Level of Knowledge: Conceptual and Basic*

Data processing- Classification – Summarization – Tabulation of data – presentation (tabular and graphic) – Frequency distribution. Measures of central tendency - Arithmetic mean, Weighted mean, Geometric mean, Median, Mode, and Partition values – Quartiles, Deciles and Percentiles. Measures of dispersion -Range, Quartile deviation, Standard deviation, Variance and Co-efficient of variation

**Unit II Probability (5 Hrs)**

*Level of Knowledge: Conceptual and Working*

Rules – Concepts - Conditions of statistical dependence and independence, Bayes' theorem and its applications. Probability distributions – Random variable, Expected value, Binomial, Poisson, Normal and Exponential distributions

**Unit III Sampling Design (4 Hrs)**

*Level of Knowledge: Conceptual*

Nature, types, Probability sampling, Non probability sampling. Estimation -Point and Interval estimates – Confidence intervals – determining sample size

**Unit IV Index Numbers & Decision Analysis (4 Hrs)**

*Level of Knowledge: Conceptual and Working*

Index numbers -Definition – Application – Interpretation. Sequential decision making - Decision making under certainty, uncertainty, EPPI, EVPI – Bayesian approach – Decision trees

**Unit V Business Forecasting (4 Hrs)**

*Level of Knowledge: Conceptual and Working*

Business forecasting - Time series analysis, components – Methods – Straight line method – Semi averages method – Least square method – Moving averages. Correlation and Regression -Correlation – interpretation and applications. Regression – meaning and uses – normal equations – model building. Correlation versus Regression.

**Unit VI Testing Of Hypothesis (6 Hrs)**

*Level of Knowledge: Conceptual and Working*

Testing Of Hypothesis - Concepts – types of errors – null and alternate hypothesis – level of significance. Testing of means and proportions for small and large samples - one-sample test. Testing of difference between means and proportions for small and large samples. 2 Test of goodness of fit – Test of independence – ANOVA – one way and two way classifications.

**Unit VII Mathematics (3 Hrs)**

*Level of Knowledge: Conceptual and Working*

Mathematics -Progressions – Arithmetic, Geometric – application. Differential Calculus – maxima, minima. Matrices – addition, multiplication, inverse.

**[Total: 30 Hours]**

### **Skill Development**

1. Problem solving in all the topics of the course related to applications in Finance, Marketing, Operations, and HRM.
2. Case Problem solving.
3. Presentation on Applications and Case Analysis.
4. Exposure to use of software applications – Excel & SPSS.

### **Prescribed Text**

Anderson, R., Sweeny, J.& Williams, H. (2011). *Statistics for business and economics with CD*. New Delhi: Cengage Publications.

### **References**

Levin, I. R.& Rubin, D. S (2011). *Statistics for management*. New Delhi: Prentice Hall India Publications.

### **External Experts**

Dr. A. Seshadri  
Associate Professor  
Al Ameen Institute of Management Studies  
Bangalore University  
Bangalore.

# **CURRICULUM**

## **YEAR - I**

### **Trimester – II**



## **MBA 232 Research Methodology**

**2 Credits**

### Description

This paper is offered as a core paper in the second trimester. The paper aims to develop a research orientation among students and thereby making their managerial decision making effective. Broadly, the scope of the paper includes what, why and how of Business Research with greater emphasis on analytical tools and their applications. The paper trains students in analyzing, interpreting and presenting the data needed for decision making in Business.

### Learning Objectives

- To make students appreciate the role of research in business decisions.
- To equip students with tools and techniques of business research.
- To train students in scientifically collecting, processing and interpreting of data for managerial decisions.

### **Unit I Introducing Business Research**

**(4 Hrs)**

*Level of Knowledge : Conceptual*

*Business Research:* Concepts, Research skills, Types of research, Manager-Researcher relationship, Limitations of research.

*Ethics in research:* Ethical treatment of respondents and subjects.

*Research process and design:* Research process, Designing study, Sampling design, Resource allocation and budgets, Scheduling of projects.

*Research Proposal:* Purpose, Proposal development, types, structuring the proposal, Evaluation.

### **UNIT II Data Measurement, Sources and Collection**

**(5 Hrs)**

*Level of Knowledge: Conceptual*

*Measurement:* Nature, data types, sources of measurement differences, characteristics of sound measurement, validity and reliability.

*Scaling Design:* Definition, classification, response methods, rating and ranking scales, Scale construction, Arbitrary scale, Consensus scale, Item analysis, Cumulative scales.

*Sources of Data:* Primary versus Secondary data, Library research, Literature review, use of internet. Data collection design: Interviewing – personal & telephone, self administered surveys, mail surveys – outsourcing.

### **Unit III Instrument Design & Experimentation**

**(6 Hrs)**

*Level of Knowledge – Working Knowledge*

*Instrument Design:* Developing instrument, Questionnaire construction-structure – content, Wording- sequence, Response strategy, Instrument refining

*Experimentation:* Nature, Evaluation, Conducting an experiment– Randomized designs, Completely randomized design (CRD), Randomized block design (RBD), Latin square design (LSD), Factorial design.

**Unit – IV Data Preparation (3 Hrs)**

*Level of Knowledge – Working Knowledge*

*Data Preparation:* Editing, Coding, Data entry, Tabulation, Cross-tabulation.

**Unit – V Multivariate Analysis (10Hrs)**

*Level of Knowledge – Working Knowledge*

Multiple regression, Factor analysis, Discriminant analysis and Cluster analysis – application and interpretation.

**Unit – VI Report Presentation (2 Hrs)**

*Level of Knowledge – Working Knowledge*

*Report Presentation:* Short and long report – Research report components – Report writing – Presentation – oral and written.

**[Total: 30 Hours]**

**Skill Development**

1. Students to conduct a simple research study as a group exercise.

**Prescribed Text Book**

1. Chawla, D. (2011). Research methodology – concepts and cases (6<sup>th</sup> ed.). New Delhi: Vikas Publications.

**References**

1. Cooper, D., & Schindler, P. (2009). Business research methods (4<sup>th</sup> ed.). New Delhi: Tata McGraw Hill Publications.
2. Aaker, D., Kumar, V., & Day, G. (2009). *Marketing research* (8<sup>th</sup> ed.). New Delhi: Wiley India.

**External Experts**

- |  |  |
|--|--|
| 1. Dr. Viswanath N.S.<br>Director<br>Bhavan Marshall Institute of Management<br>Race Course Road<br>Bangalore. | 2. Mr. Giri Narayanan<br>Director – HR<br>GE Power,<br>Bangalore |
|--|--|

## **MBA 234 Corporate Database Management**

**1 Credit**

### Description

This paper is offered as a core subjects, for enhancing the knowledge on Databases and its Management concepts. in the second trimester. It develops an understanding of management of various functions in an organization through online data capturing, history data creation and their subsequent usage. Practical exposure through SQL in LAB environment enhances their hands on practices on Database software.

### Learning Objectives

- To differentiate knowledge, information and data, vital for organization asset management. To identify the areas of application of information and providing this facilitation through repository of organizational information. To provide control and security of information and provide communication for organizational productivity.

### **Unit I Database Concepts & Database Types**

**(4 Hrs)**

Data vs information, Definition, Traditional processing systems, Database approach, Advantages of database approach, Components of database environment, Risks of database approach, Evolution of DBS. Personal Computer database, Workgroup databases, Department databases, Enterprise data, Inter-organizational database, Database for virtual organization, Cloud databases.

### **Reference Books**

1. Hoffer Jeffrey A., Prescott Mary B and McFadden Fred R, *Modern Database Management System*.
2. Korth&Sudarsan., *Database concepts*, Tata McGraw Hill Publications.
3. Henry Albert Silberschatz., *Introduction to Database Systems*.

### **Unit II Database Management**

**(4 Hrs)**

Logical design vs physical design, E-R Modeling, E-ER Modeling, Data flow analysis, Implementation and maintenance and DBA.

### **Reference Books**

1. Hoffer, J.A., Ramesh, V., &Topi, H. (2011). *Modern database management*(10<sup>th</sup> ed.).Pearson.
2. Korth, H.F., Silberschatz, A., &Sudarshan, S. (2010).*Database system concepts* (6<sup>th</sup>ed.). Tata McGraw-Hill.

**Unit III SQL Queries**

**(4 Hrs)**

Create, insert, select commands in Microsoft access.

**Unit IV Data Warehousing and Data Mining**

**(3 Hrs)**

Concepts in data warehousing, Architecture, Data transformation, OLAP, Data mining, Tools, Techniques, Application, Data visualization, Data centers, Server farms.

**Reference Books**

1. Hoffer, J.A., Ramesh, V., &Topi, H. (2011). *Modern database management*(10<sup>th</sup> ed.).Pearson.
2. Korth, H.F., Silberschatz, A., &Sudarshan, S. (2010). *Database system concepts* (6<sup>th</sup>ed.). Tata McGraw-Hill.

**[Total 15 Hours]**

**Expert Members**

1. Prof. B.RajendranThangadurai,  
RB & Creations,  
501 Block 18 Glitter,  
Sun City Apartments  
Outer ring Road,  
Bangalore -34
2. Prof. A.R.Muthuswamy  
Ex-ED-SAIL,  
External Faculty,  
Bangalore.

## **MBA 234 Management Information Systems**

**1 Credit**

### Description

The course covers the topics on types of Information system, its development process and securities to be incorporated. Functional and Cross Functional Information Systems are covered with industry examples. Also it covers design of an MIS solution for various managerial functions like production/manufacturing, Marketing, Financial accounting, Human resources.

### Learning Objectives

- The course offers a fundamental framework for information systems application in organization. It identifies the various information systems solution for vertical and horizontal workflow of business operations. It provides an opportunity for managers to plan, analyze and design information system solutions for various functionalities of the organization.

### **Unit I Introduction to Information Systems**

**(5 Hrs)**

Concept of systems, Information systems, CBIS, Management framework for information systems, Evolution of information systems, Information technology Infrastructure, Information systems & business. Information System in HR/Finance/Production/Marketing

*Classification of Information Systems:*

Office automation systems, Transaction & analytical processing systems, Managerial information systems, group support systems, Decision support systems, Expert systems.

### **Reference Books**

1. Goyal, D. P. (2010) *Management information systems: Managerial perspectives* (3<sup>rd</sup>ed.). Macmillan.
2. Laudon, K. C., Dass, R., & Laudon, J. P. (2010). *Management informationsystems* (11<sup>th</sup>ed.). Pearson.
3. O'Brien J. A., Marakas, G.M., & Behl, R. (2009). *Management information systems* (9<sup>th</sup>ed.). Tata McGraw-Hill.

### **Unit II Information Systems Analysis & Design**

**(3 Hrs)**

Planning of information systems, Systems development life cycle, Information requirement analysis, Justifying information systems, Systems analysis, Systems design, Information systems implementation & maintenance.

### Reference Books

1. Anderson, D. L., & Post, G.V. (2002). *Management information systems* (3<sup>rd</sup>ed.). McGraw-Hill.
2. Laudon K. C., Dass, R., &Laudon, J. P. (2010). *Management informationsystems* (11<sup>th</sup>ed.). Pearson.
3. O'Brien J. A., Marakas, G.M., &Behl, R. (2009). *Management information systems* (9<sup>th</sup>ed.). Tata McGraw-Hill.

### Unit III Information Security

(3 Hrs)

User-developed applications, Management of end-user computing. Security threats, System vulnerability and hazards, Information security and access control, Communication and application control, Disaster recovery planning, IT risk management, Information privacy.

### Essential Texts

1. Hoffer, J.A., Ramesh, V., &Topi, H. (2011). *Modern database management* (10<sup>th</sup> ed.).Pearson.
2. Laudon K. C., Dass, R., &Laudon, J. P. (2010). *Management informationsystems* (11<sup>th</sup>ed.). Pearson.
3. O'Brien J. A., Marakas, G.M., &Behl, R. (2009). *Management information systems* (9<sup>th</sup>ed.). Tata McGraw-Hill.

### Reference Books

1. Anderson, D. L., & Post, G.V. (2002). *Management information systems* (3<sup>rd</sup>ed.). McGraw-Hill.
2. Laudon K. C., Dass, R., &Laudon, J. P. (2010). *Management informationsystems* (11<sup>th</sup>ed.). Pearson.
3. Lucas, H. L. (1994) *Information systems concepts for management*. McGraw-Hill.
4. O'Brien J. A., Marakas, G.M., &Behl, R. (2009). *Management information systems* (9<sup>th</sup>ed.). Tata McGraw-Hill.
5. Schultheis, R., & Sumner, M. (1999). *Management information systems: The manager's view* (4<sup>th</sup>ed.). Tata McGraw-Hill.
6. Turban, E., Leidner, D., Mclean, E., &Wetherbe, J. (2008). *Information technology for management*(6<sup>th</sup>ed.). Wiley.

**[Total 15 Hours]**

### Expert Members

- |   |   |
|---|---|
| 1. Prof. B.RajendranThangadurai,<br>RB &Creations,<br>501 Block 18 Glitter,<br>Sun City Apartments<br>Outer ring Road,<br>Bangalore -34 | 2. Prof. A.R.Muthuswamy<br>Ex-ED-SAIL,<br>External Faculty,<br>Bangalore. |
|---|---|

## **MBA 235 Managerial Economics II**

**2 Credits**

### Description

Macroeconomics introduces the student to the concept of Macroeconomic Policy, its objectives and instruments of Macroeconomics. The primary objective of this course is to discuss the fundamental principles of macroeconomics and how these principles can be applied to managerial decision making. The second objective of the course focuses on advanced topics in macroeconomic analysis, with a focus on strategic policy option available or formulate for the smooth functioning of the economy. Thirdly the course focuses on how the external factors and policy issues affect the operation of an economy and how managers need to understand the business dynamics even at firm level so as to operate accordingly in a broad macro environment.

### Learning Objective

- Learning to Evaluate how does the economy function as a whole.
- Understand and appreciate the various polices such as Monetary policy, Fiscal policy etc.
- Evaluate and compare the economies of developing and developed countries in respect of certain key macro economic variables such as inflation, exchange rate, BOT and BOP, Aggregate demand and aggregate supply. Employment.
- Learn and Demonstrate *the use of* macroeconomic variables during the various phrases of slow down, recession and depression and not to speak of boom.
- Design polices that helps the firm to maximize profits and minimization of costs.

### **Unit I Introduction**

**(2 Hrs)**

Objectives and instruments of Macro economics, Need for the study of Macro economics for the manager, Stock and flow variables, Circular flow of income and expenditure in two, three and four sector model.

### **Unit II Measuring National Output/ Income**

**(4 Hrs)**

Concept of national product, Variants of national product, Methods for measuring national income, and problems of measuring, Real vs nominal price indices and its applications.

**Unit III The Theory Of Employment**

**(4 Hrs)**

The classical theory of employment, Keynes's attack of classical theory and the Keynesian theory of employment output and income.

**Unit IV Consumption Function, Saving and Investment Functions and Keynes's Determination Of National Income and Multiplier**

**(7 Hrs)**

The consumption function, its forms and factors influencing consumption function, the saving function, the investment function, the MEC schedule and rate of interest, Keynes's determination of national income in two, three and four sector model, investment or government multiplier, tax multiplier, balanced budget multiplier and transfer multiplier.

**Unit V The IS and LM Model**

**(5 Hrs)**

Product market equilibrium (IS), money market equilibrium (LM), simultaneous equilibrium in both the markets, two market equilibrium, three market equilibrium with government, four market equilibrium with foreign sector, shift and slope in IS and LM curve, effect of monetary and fiscal policies on IS and LM

**Unit VI Inflation, Unemployment and Macro Economic Policies**

**(5 Hrs)**

Inflation, measurement, types, causes effects and measures to control inflation, Philips curve, unemployment types, monetary policy, objectives, instruments, functions of money, money supply and its components, money multiplier, high power money and the Keynes versions demand for money, banks, fiscal policy its objectives and instruments and budget and its implication.

**Unit VII Foreign Exchange**

**(3 Hrs)**

Exchange rate determination, fixed vs flexible exchange rate, nominal and real exchange rate, BOP and its accounts disequilibrium in BOP and measures and need for international trade

**[Total: 30 Hours]**

**Skill Development**

1. Application exercises on Macroeconomic policies
2. Case studies
3. Group presentations on Economic Growth



### **Core Texts**

1. Mankiw, N. Gregory. (2011). *Principles of Macro economics* (4<sup>th</sup> ed.). Haryana, India: Thomson.
2. Dwivedi, D. N. (2010). *Macro Economics – Theory and Policy*. New Delhi, India: Tata McGraw Hill.

### **References**

1. D'Souza, Errol. (2008). *Macro economics*. New Delhi, India: Pearson Education.
2. Dornbusch, R., Fischer, S., & Startz, R. (2005). *Macro economics*, New Delhi, India: Tata McGraw Hill.
3. Vaish, M.C. (2007). *Macro economic theory* (13<sup>th</sup> ed.). New Delhi, India: Vikas Publication.

### **External Experts**

- |  |  |
|--|--|
| 1. Dr. Viswanath N.S.<br>Director<br>Bhavan Marshall Institute of Management<br>Race Course Road<br>Bangalore. | 3. Mr. Giri Narayanan<br>Director – HR<br>GE Power,<br>Bangalore |
| 2. Dr. Subhash Sharma,<br>Director<br>Indian Business Academy<br>Bangalore                                     |  |

## **MBA 238 Business Law**

**2 Credits**

### Description

This paper is offered as a core subject in the second trimester. It emphasizes the importance of law of contract and sale of goods act in business. It also throws and makes a student to have good knowledge in the company law which is important for a future manager and security legislations for future finance managers which is very essential. This subject also deals with intellectual property law which is very important for a future manager. It gives an opportunity to student more about copy rights as it is very important in today's market.

### Learning Objectives

- Business Laws in the Market is very important for a student. This subject throws more light and makes an in depth analysis on different types of laws which are useful for a future manager and through rigorous case laws he/she can get lot of advice when he/she goes into the market.
- As this subject deals with all types of laws this is useful for all the streams of students.

### **Unit I Law of Contract**

**(10 Hrs)**

Meaning and introduction of law, Law of contract – definition, Classification of a contract (including quasi contracts), Offer or proposal, Acceptance (including exceptions), Consideration (including exceptions).

Introduction to [Capacity to contract (including exceptions), Discharge of contracts, Remedies of breach of a contract, Contract of indemnity and guarantee (including exceptions and types)]. Contract of bailment and pledge (including duties and rights and termination of bailment and pledge), Principal and agent, Definition and essentials of sale, Classification of goods, Rights of an unpaid seller, Conditions and warranties (including types of warranties), Definition and process of partnership, Rights and duties of partners, Termination of partnerships, Introduction to E – Contract and E Commerce (Objectives and its implications on the market).(To discuss Case Laws)

### **Unit II Company Law**

**(10 Hrs)**

Definition of a company, Incorporation and its procedure, Types and procedures of conducting meetings (including AGM, SM AND EGM), Shares and its types, Directors and kinds of directors, Qualification, Appointment and removal of directors, Resolutions and types of resolutions and its procedure, Qualifications, Rights, Duties and disqualifications of an auditor, Borrowings loans debentures and investments, Prevention and oppression of management and its procedure, Winding up of a company and its procedure. (To discuss Case Laws)

**Unit III Security Legislations**

**(6 Hrs)**

*Negotiable Instruments Act*: Promissory notes , Bills and cheques, Crossing of cheques, Negotiation, Presentment of negotiable instrument, Banking: SARFESI Act (securitization and reconstruction of financial assets and enforcement of Security Interest Act, 2002), Purpose, Introduction and risk management in securitization, Debt recovery tribunals its objectives and its purposes, Prevention of Money Laundering Act (objectives and purposes), Consumer Protection Act, 1986: Definition of consumer, Consumer protection councils and consumer redressal forums, Information Technology Act, 2000: objectives, meaning of digital signature, protection of transfer of funds under this act, Right to Information Act: Objectives, Definition of information, Organizations covered under this act, Exceptions under RTI Act. (To Discuss Case Laws)

**Unit IV Intellectual Property Law**

**(4 Hrs)**

Introduction, Trade Related Intellectual Property Rights (TRIPS), Definition of patents, Publication and examination of application, Register of patents and its procedure, Revocation of patents, Definition of copy right, Copy rights and its ownership, Rights of broadcasting organizations and of performers, Infringement of copy right, Definition of a trade mark, Functions of a trade mark, Procedure and duration of a trade mark, Assignment and transmission of trade mark. (To Discuss Case Laws)

**[Total: 30 Hours]**

**Skill Development**

1. Group Presentations on various topics related to legal aspects and its implementation.
2. Case Laws to be dealt in an in depth manner such that students should have knowledge regarding the happenings in the market.

**Core Texts**

1. Akileshwar, Pathak. (2011). *Legal aspects of business* (4<sup>th</sup> ed.). New Delhi: TMH Publications.
2. Kapoor, N.D. (2010). *Elements of mercantile law* (8<sup>th</sup> ed.). New Delhi: Sultan Chand Publications.

**References**

1. Jabwala, N.H. (2011). *The law of contracts* (7<sup>th</sup> ed.). Bombay: C, Jamunadas & Co Publications.
2. Jabwala, N.H., *The sale of goods act*. Bombay: C. Jamunadas & Co Publications.

3. Ujjanwar,S.S.(2000). *Law of contract*. Calcutta: Eastern Law House Publications.

**External Experts**

1. Dr. Viswanath N.S.  
Director  
Bhavan Marshall Institute of Management  
Race Course Road  
Bangalore.
2. Dr. Subhash Sharma,  
Director  
Indian Business Academy  
Bangalore.
3. Mr. Giri Narayanan  
Director – HR  
GE Power,  
Bangalore

## **MBA 240 Managing Human Resource**

**2 Credits**

### Description

This course is an introduction to the human resources function and related elements and activities. The course outlines the roles and functions of members of the human resources department, as well as educating others outside human resources, in how their roles include human resources-related activities. The student will learn about the evolution in human resources management as we know it today. Emphasis is placed on the modern day importance of HRM and the new “corporate view” of the function. Additionally, the student will be exposed to the view of HRM from the perception of both management and subordinate employees. The importance of maintaining fair and equitable compensation and benefit programs will be discussed. The student will be exposed to practical situations and problem solving ,regarding areas of employee counseling, discipline and termination.. Other critical areas of training and development, staffing and strategy will also be explored.

### Learning Objectives

- To provide an understanding of the human resources management framework.
- Offers experiential analysis to understand the challenges of HR Managers in developing their organizations
- Provides insights on how to develop strategies, initiatives and programs to introduce and sustain competitive HR advantage in organizations
- Focuses on management best practices, tools and models to implement an effective HRM system
- Addresses the human capital as a critical role in firm's viability in the knowledge economy
- To develop the core human resources management skills and competencies. The core competencies include HRM knowledge, planning, control, problem-solving and communication

### **PART A: ACQUISITION OF HUMAN RESOURCES:**

#### **Unit I Human Resource Management**

**(4 Hrs)**

Concept: Meaning, Objectives, Scope, Functions, models of HRM, Corporate strategies & HRM.

Human Resource Management in changing environment

Human Resource Management in India and present day scenario. Strategic HRM, skills and competencies of HR professionals.

**Unit II Human Resource Planning, Job Analysis and Design (4 Hrs)**

Definition, Objectives scope and importance, Methods of forecasting, Job analysis – objectives, process and methods, job description, job specification, job evaluation and job design.

**Unit III Recruitment, Selection, Socialization and Retention (4 Hrs)**

Meaning and objectives, sources and constraints of recruitment, Selection process, Methods of selection, reliability and validity of test, meaning and importance of socialization, methods of socialization and retention of employees.

**Part B: Development of Human Resources:**

**Unit IV Human Resource Development (4 Hrs)**

Meaning, Objectives and scope of human resource development in India. Methods for training workers & managers, problems & challenges of training and development in India, Evaluation of training effectiveness. Career development

**Part C: Motivation Of Human Resources:**

**Unit V Performance Management & Appraisals (4 Hrs)**

Meaning, Objectives, scope & purpose, Appraisal process, methods for evaluating performance, problems & challenges in appraisal, feedback & coaching, career planning & succession planning.

**Unit VI Wage & Salary Administration (4 Hrs)**

Definition and objectives, theory of wages, methods for computing value & worth of jobs, components of worker compensation, components of executive compensation. Problems & challenges in promoting equity in compensation & reward systems.

**Part D: Maintenance of Human Resources**

**UNIT VII Industrial Relations- Basic Concepts (6 Hrs)**

Meaning and importance of industrial relations, Trade unions, Collective bargaining and Workers' participation in management.

**[Total: 30 Hours]**

### **Skill Development**

1. Use of HRD instruments
2. Simulations

### **Prescribed texts:**

1. B3: Camen, M.M, Croucher, R & Leigh, S. (Eds).(2011). Human resource management : A case study approach. India: Jaico.
2. Jyoti,P. &Venkatesh, D.N. (2012).*Human resource management*. India: Oxford University Press.
3. Snell, S. Bohlander ,G. &Vohra,V. (2012). *Human resources management: A South Asian perspective*. India: Cengage Learning.

### **References**

1. Decenzo, D.A &Robbins, S.P. (2010).*Human resource management*, John Wiley & Sons.
2. Dessler,G&Varkkey,B.(2012).*Human resource management*. Pearson
3. Fisher, C.D, Schoenfeldt, L.F, & Shaw J.B, (2011).*Human resource management*, Biztantra.
4. Mathis R.L., &Jackson J.H. (2000).*Human Resource Management* (9<sup>th</sup> ed.)..South Western: Thomson Learning Publications.
5. Monappa,A. (1992) *Personnel management &industrial relations*. New Delhi. Tata Mc Graw Hill.
6. Rao, V.S.P. (2000). *Managing people*.New Delhi:Amexcel Publisher.
7. Rudrabasavaraj,M.N.(2000).*Dynamic personnel administration*.Bombay: Himalaya Publishing House.
8. Sinha.,R,N., Sinha,I.B.,&Shekhar S.P.(2001)*Industrial relations, trade unions andlabour legislation*. India: Pearson Education.
9. Snell, S., &Bohlander,G.(2009).*Human resources management: A SouthAsian perspective*. India: Cengage Learning.
10. Venkataratnam, C.S., &Srivastava, B.N.(2001).*Personnel / Human Resource Management*. New Delhi:Amexcel Publisher.

### **External Experts**

- |   |  |
|---|--|
| 1. Dr. Viswanath N.S.<br>Director<br>Bhavan Marshall Institute of Management<br>Race Course Road<br>Bangalore | 2. Mr. Giri Narayanan<br>Director – HR<br>GE Power,<br>Bangalore |
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## **MBA 241 Marketing Management**

**2 Credits**

### Description

This paper is offered as a marketing elective in the second trimester. It develops a basic knowledge of various marketing concepts and their application in business organizations. It prepares students for careers in marketing.

### Learning Objectives

- To make students aware that decision making for marketing managers requires understanding the buyers, the internal and external forces operating in the enterprise and in the environment that are relevant for marketing decisions.
- To familiarize concepts of developing product management product life cycles, pricing, promotion and channel decisions.

### **Unit I Introduction to Basic Marketing Concepts**

**(5 Hrs)**

*Introduction to Marketing;*

Definition of Marketing; the Marketing Process

*Understanding the market place & customer needs:*

Customer needs, wants & demands; Market offerings- Products, Services & Experiences; Customer value & Satisfaction; Exchanges & Relationships; Markets.

*Analyzing the Marketing Environment:*

The Company's Micro-environment: The Company, Suppliers, Marketing Intermediaries, Competitors, Publics, & Customers.

The Company's Macro Environment: Demographic Environment, Economic Environment, Natural Environment, Technological Environment, Political & Social Environment, Cultural Environment.

### **Unit II Consumer Market & Consumer Buyer Behavior**

**(5 Hrs)**

Model of consumer behavior;

*Characteristics Affecting Consumer Behavior:* Cultural Factors, Social Factors, Personal Factors, Psychological Factors.

*Types of Buying Decision Behavior:* Complex Buying Behavior, Dissonance-Reducing Buying Behavior, Habitual Buying Behavior, Variety-Seeking Buying Behavior.



**Unit III Market Segmentation, Targeting, Differentiation & Positioning**  
**(5 Hrs)**

*Market segmentation:*

Segmenting Consumer Markets; Segmenting Business Markets; Requirements for Effective Segmentation

*Market Targeting:*

Evaluating Market Segments; Selecting Target Market Segments.

*Differentiation & Positioning:*

Positioning Maps, Choosing a Differentiation & Positioning Strategy.

**UNIT IV Products & Services** **(5 Hrs)**

*Introduction to Product:*

Products, Services & Experience; Levels of product & services, Product & service classifications

*Product & Service Decisions:*

Individual Product & Service Decisions, Product Line Decisions, Product Mix Decisions.

*New Product Development Strategy:*

New Product Development Process; Product Life Cycle Strategies

**UNIT V Pricing; Understanding & Capturing Customer Value, Pricing Strategies** **(5 Hrs)**

*Introduction to Pricing;*

*Factors to consider while setting prices:*

Customer Perceptions of Value; Company & Product Costs; Other Internal & External Considerations Affecting Price Decisions

*New product pricing Strategies:*

Market-Skimming Pricing; Market-Penetration Pricing

*Product Mix Pricing Strategies:*

Product Line Pricing; Optional-Product Pricing; Captive-Product Pricing; By-Product Pricing; Product Bundle Pricing

*Price-Adjustment Strategies:*

Discount & Allowance Pricing; Segmented Pricing; Psychological Pricing; Promotional Pricing; Geographical Pricing; Dynamic Pricing

**Unit VI Marketing Channels & Integrated Marketing Communication**  
**(5 Hrs)**

*Nature & Importance of Marketing Channels:*

How Channel Members add Value; Number of Channel Levels

*Channel Behavior & Organization:*

Channel Behavior; Vertical Marketing Systems; Horizontal Marketing Systems; Multichannel Distribution Systems

*Introduction to Integrated Marketing Communications:*

Advertising, Public Relations, Personal Selling & Sales Promotion

*Growth & Benefits of Direct Marketing:*

Benefits to Buyers; Benefits to Sellers

*Forms of Direct Marketing:*

Direct-Mail Marketing; Catalog Marketing; Telephone Marketing; Direct-Response Television Marketing; Kiosk Marketing; New Digital Direct Marketing Technologies

*Online Marketing:*

Marketing on the Internet; Online Marketing domains; The Promise & Challenges of Online Marketing

**[Total: 30 Hours]**

**Skill Development**

1. Exposure to contemporary practices observed in the industry
2. Simulations

**Text Book**

Kotler, P., Armstrong, G., Agnihotri, P. Y., & Haque, E. ul. (2012). *Principles of marketing* (13th ed.). New Delhi: Pearson Prentice Hall.

**References:**

1. Czinkota, M. .R., & Kotabe. (2008). *Marketing management*. New Delhi: Thomson South Western Publications.
2. Evans, J. R., & Berman, B. (2007). *Marketing management*. New Delhi: Cengage Learning Publications.
3. Kotler,P. *Marketing management*, New Delhi: Prentice Hall of India Publications.
4. Neelamegham, S. (2007). *Marketing in India-cases and readings*. New Delhi: Vikas Publications.
5. Paul, P., & James, D. H. (2008). *Marketing management*. New Delhi: McGraw Hill Publications.
6. Perreault, W.D., & McCarthy, J.E. (2006). *Basic marketing - A global managerial approach* (15<sup>th</sup> ed.). New Delhi: Tata McGraw Hill.
7. Ramaswamy, V.S. & Namakumari, S. (2007). *Marketing management- planning, implementation and control, global perspective Indian context* (3rd ed.). New Delhi: Macmillan India Limited.

**External Experts**

- |   |  |
|---|--|
| 1. Dr. Viswanath N.S.<br>Director<br>Bhavan Marshall Institute of Management<br>Race Course Road<br>Bangalore | 2. Mr. Giri Narayanan<br>Director – HR<br>GE Power,<br>Bangalore |
|---|--|

## **MBA 242 Financial Management**

**2 Credits**

### Description

Financial management is a specific area of finance dealing with the financial decisions corporations make and the tools used to make these decisions. The secret of success in financial management is to increase value. The course raises the awareness of the role, purpose, and centrality of the finance function in effective corporate governance within the new global marketplace. This course focuses on financial management from the perspective of inside the corporation or operating entity. It builds upon the concepts from the core finance courses, where topics covered objectives of finance, profit v/s wealth maximization. Time value of money, financial markets & institutions, measuring risk and return, cost of capital, capital budgeting decision, and optimal capital structure, long-term and short-term sources of funds, working capital management decision and derivatives market.

### Learning Objectives

- To introduce concepts and objectives of corporate finance;
- To understand concept of time value of money in financial decisions;
- To study different techniques of investment decisions;
- To understand relationship between capital structure and the value of the firm;
- To explore the sources of long term finance & design financial strategies.

### **Unit I Overview of Corporate Finance**

**(2 Hrs)**

*Level of Knowledge: Conceptual and Basic*

Scope of finance, Finance functions, financial manager's role, financial goal  
Profit maximization vs. wealth maximization, Organization of finance function.

### **Unit II Time Value of Money**

**(4 Hrs)**

*Level of Knowledge: Working Knowledge*

Time preference for money; Future value of a single cash flow & annuity, Present value of a single cash flow of a single cash flow and annuity, Simple interest & compound interest, Capital recovery & loan amortization, Stated vs. effective rate of interest

### **Unit III Cost of Capital**

**(4 Hrs)**

*Level of Knowledge: Working Knowledge*

*Objectives:* Concept of opportunity cost of capital, Method of calculating cost of capital- cost of debt, preference & equity capital, CAPM model, Determination of weighted average cost of capital (WACC), Weighted marginal cost of capital.

**Unit IV Investment Decision (6 Hrs)**

*Level of Knowledge: Working Knowledge*

*Objectives:* Nature of investment decision, Type of investment decision, Investment evaluation criteria, Compare & contrast NPV & IRR. Determining cash flows for investment analysis: Cash flows v/s profit Incremental cash flows, components of cash flows. *Complex investment decisions:* Projects with different live investment timing and duration.

**Unit V Working Capital Management (4 Hrs)**

*Level of Knowledge – Working Knowledge*

*Objectives:* Needs for investing in current assets, Concept of working capital management. Approaches in working capital, Factors affecting working capital management Estimation of working capital investment, Cash management, Receivable management, Inventory management & Working capital finance decision.

**Unit VI Capital Structure and Dividend Policy (6 Hrs)**

*Level of Knowledge – Working Knowledge*

Introduction, planning the capital structure, capital structure theory (in brief), Factors in determining capital structure decisions. EPS / EBIT analysis and EPS/ ROE analysis.

Dividend theories (Walter, Gordon, M&M), Dividend policies in practice, Bonus shares.

**Unit VII Sources of Finance (4 Hrs)**

*Sources of Long-term Finance:*

Shares, Debentures and term loans; Raising long-term finance- venture capital financing, IPO, Right issue, Private placement etc. Assets based financing- hire purchase vs. Lease financing, Project financing. International sources of finance – ECB, FCCB, ADR, GDR etc (only the product and not the process of raising money). Hedging of foreign exchange risk arising out of exports, Imports and borrowings.

**[Total: 30 Hours]**

**Skill Development**

1. Group presentation on various financial management topics with detailed description of long term investment decision, purpose, features, scope and analysis on the parameters of risk free return, cost of capital and tax benefit.
2. Practical problems on capital budgeting, working capital management, cost of capital, capital structure and dividend policy.
3. Case studies
4. Presentations on Financial news update
5. Presentation on various sources of finance.

### **Prescribed Text**

1. Chandra, P. (2010). *Fundamentals of financial management*. Tata McGraw-Hill Education.
2. Khan, M. Y., & Jain, P. K. (2010). *Financial management*. Tata Mac Graw Hill Publishing Co. Ltd.
3. Pandey, I M (2010). *financial management*. (10e) Vikas publishing house pvt ltd.

### **References**

1. Banerji, A.S.K. (2002). *Financial management and policy*. S.Chand & Co.
2. Brealey, R. A. (2007). *Principles of corporate finance*. Tata McGraw-Hill Education.
3. Madhu, V. (2002). *Multinational financial management*. Excell Books Publications.
4. Pandey, I.M. (2010). *Financial management* (10<sup>th</sup> ed.). Vikas Publication House.
5. Shah, P. P. (2005). *Financial management+ with CD Indian text edition*. Dreamtech Press.
6. Van, Horne James, C. (2002). *Financial management & policy* (12<sup>th</sup> ed.). Pearson Education India.

### **External Experts**

1. Prof. Shetty FCA  
Department of Management  
Dayanand Sagar Institute  
Bangalore
2. Rattan Gupta CFA (USA), FRM(USA)  
Director, Knowledgeversity,  
Banagalore
3. Prof Chowdari Prasad  
T A Pai Management Institute  
Manipal Karnataka

# **CURRICULUM**

## **YEAR - I**

### **Trimester – III**

## **MBA 334 Operations Research**

**2 Credits**

### Description

This paper is offered as a core subject in the third trimester. It develops and nurtures an analytical attitude and prepares students for careers in all possible walks of life. It portrays and formulates optimization methods for different business situations. The course has two approaches – mathematical and probabilistic.

### Learning Objectives

- The real challenge faced by managers is making decisions in uncertainty – their prime objective being resource optimization
- To provide a conceptual understanding of the role operations research plays in the decision making process
- To create a scientific approach to problem solving, formulation and choice of optimal solutions under competitive environments

### **Unit I Introduction to Operations Research**

**(6 Hrs)**

*Level of Knowledge – Conceptual and basic*

*Introduction:* Evolution – importance – scope and impact on business – Models – by function; by structure; by environment – limitations of OR techniques linear  
*Programming:* Introduction to LP – formulation, Graphical method – Multiple optimal solution, Duality theory – formulation of large LPP – interpretation. Post Optimality Analysis

### **Unit II Transportation and Related Problem**

**(6 Hrs)**

*Level of Knowledge – Problem detecting and solving*

*Transportation Problems:* Nature and scope – Optimal solution – North West Corner rule – Matrix minima method – VOGEL's Approximation Method (VAM) – Test for optimality – Modified Distribution Method (MODI) - Unbalanced transportation problems

*Assignment Problems:* Hungarian method – Unbalanced assignment – Maximization in assignment - Travelling salesman problem – Flight assignment

### **Unit III Game Theory**

**(4 Hrs)**

*Level of Knowledge: Conceptual, problem solving*

Introduction – Definition – Payoff – Types of games – 2 person zero sum game – Theory of games – maximin, minimax principle; Saddle point theorem – only application

**Unit IV Sequencing and Simulation**

**(4 Hrs)**

*Level of Knowledge: Conceptual, analytical, problem solving*

*Sequencing:* Processing 'n' jobs through 2 and 3 machines.

*Simulation:* Introduction –random number generation – Monte Carlo Technique – application.

**Unit V Markov Chain Applications and Queuing Theory**

**(6 Hrs)**

*Level of Knowledge: Conceptual, analytical, problem solving*

Applications of Transitions Matrices of Markov Chains –Brand Switching Analysis, Attrition Analysis.

*Queuing Theory:* Features of the Waiting Line system – Kendall's Notation – Queuing models – Single Channel / Infinite capacity

**Unit VI Spread Sheet Modelling**

**(4 Hrs)**

*Level of Knowledge: Practical and problem solving*

Spread Sheet Modelling in Operations Research

**[Total: 30 Hours]**

**Skill Development**

1. Practical problems in Finance, Marketing, HRM and Operations.
2. Case studies
3. Identifying problem situations in daily life, formulating them and solving them,

**Text Book**

Pai, P.P. (2012). *Operations research: Principles and practice* (1<sup>st</sup> ed.). New Delhi, India: Oxford University Press.

**References**

Hillier, F. S. & Hillier, M.S. (2009). *Introduction to management science* (4<sup>th</sup> ed.). New Delhi, India: Tata McGraw-Hill.

**External Expert**

- 1 Dr. A. Seshadri  
Associate Professor  
Al Ameen Institute of Management Studies  
Bangalore University  
Bangalore.



## **MBA 338 Enterprise Resource Planning**

**2 Credits**

### Description

This paper is offered as an elective in the third trimester. It develops an understanding of management of various functions in an organization and its integrated approach. Practical exposure to various modules of ERP through hands on lab sessions on SAP software also incorporated as the part of the course curriculum.

### Learning Objectives

The course offers a fundamental framework for Enterprise Resource Planning (ERP) in an organization.

- It identifies the various functional modules for vertical and horizontal workflow of business operations.
- It provides an integrated approach to managers for better decision making.
- It orients the students towards understanding the business processes which can be integrated in a seamless chain through hands on lab sessions on SAP software.

### **Unit I Concept and Benefits of ERP**

**(2 Hrs)**

*Level of Knowledge: Conceptual and Basic*

Definition of ERP, ERP potential in business transformation, Demand of ERP, Evolution, ERP market

### **Unit II Building Business cases for ERP**

**(4 Hrs)**

*Level of Knowledge: Conceptual*

Roles of ERP, Need for ERP, Gap analysis, Competitive environment analysis, Strategic needs analysis, Feasibility analysis, ERP Project life cycle, Cost elements

### **Unit III ERP Lab Sessions – SAP Software**

**(12 Hrs)**

*Level of Knowledge: Working knowledge and hands on training*

The ERP benefits, Modules of ERP. Introduction to SAP, Modules of SAP, Lab sessions on various functional modules of SAP with assignments

**Unit IV ERP enabled Business Process re-engineering (3 Hrs)**

*Level of Knowledge: Conceptual*

Is re – engineering necessary? Business process re-engineering, Implementing BPR -BPR characteristics and steps, ERP and BPR, ERP modeling in BPR, Business case, Five stage AS-IS/TO- BE analysis

**Unit V ERP Project Implementation (3 Hrs)**

*Level of Knowledge: Conceptual*

ERP implementation lifecycle,  
ERP with respect to small and medium enterprises (Indian perspective),  
Issues in ERP project management

**Unit VI Managing ERP-ES Enabled Change (2 Hrs)**

*Level of Knowledge: Conceptual*

Introduction, planning for integration, Change management strategies

**Unit VII ERP- Trends in ERP – Technology & Business (4 Hrs)**

*Level of Knowledge: Conceptual*

SaaS, SOA, Cloud computing, Integration with e-business, mobile commerce,  
ERP solution providers / vendors.

**[Total: 30 Hours]**

**Skill Development**

The course is facilitated by

1. Practical Lab sessions related to relevant module topics in SAP.
2. Case studies on ERP implementation strategies.
3. Student presentation and classroom discussions on application of an ERP solution for various managerial problems of an organization in Operations, Marketing, Financial Accounting, Human Resources.

**Prescribed Texts**

Ganesh, J. M. *Enterprise Resource Planning*. MacMillan Publications.

**References**

1. Dey, B. R. *Business process and re-engineering*. Biztantra.
2. Leon, A. *ERP*. Tata McGraw Hill Publications.
3. Sadagopan, S. *ERP - A Managerial Perspective*. Tata Mc Graw Hill Publications.
4. Singhla, A. R. *ERP*. Cengage Publications.

5. Sumner, M. *Enterprise Resource Planning*. Pearson Publications.
6. Wagner, M. a. *Concepts in ERP*. Thomson publications.

**External Experts**

1. Mr.Sriram N.A.  
Deputy Genneral ManagementManager, ERP Systems,  
Dept. RBIN/ICO, BOSCH Ltd, Hosur Road, Adugodi,  
Bangalore.
2. Mr. Srikant Rao,  
ERP

## **MBA 340 Financial Statement Analysis**

**1 Credit**

### Description

This course is intended to enhance the skill level of the students in developing analytical skills. In this course, the students would be exposed to working on the corporate database. Extraction of the data and analyzing would be the main objective of this course.

### Pedagogy

This is a practical course. With the theoretical knowledge acquired in the core courses viz. 'Accounting for Managers', 'Management Accounting' and 'Financial management' the students would get the hands on experience on analyzing the data of Indian companies. Each session is lab based. This course consists of two parts viz., Data extraction and Data interpretation. At the end of the session, the students are expected to prepare a report based on the interpretations.

### **Unit I Introduction of CMIE Data Base & Data Extraction (3 Hrs)**

Creation of user id and password. Brief introduction of number companies- finding information about companies- different indicators of the companies- BSE code of the companies – location of plants- products of different companies. Types of companies based on ownership- based on sectors - filtering data based on top line, bottom line etc.,

### **Unit II Manufacturing Companies- Ratio Analysis (3 Hrs)**

Extracting different ratios of manufacturing companies over series of years and analyzing these ratios.

### **Unit III Service Companies - Profit Analysis (3 Hrs)**

Understanding the key metrics of non financial service sector category wise and analyzing the key performance indicators. The performance analysis of financial sectors. Banking companies- Basel norms- capital adequacy- NPA analysis.

### **Unit IV Operating Cycle and Working Capital Management (3 Hrs)**

Operating cycle - raw material storage period- receivables collection period- creditors payment period calculations.

**Unit V Sources of Finance**

**(3 Hrs)**

IPO and FPO - performance of the shares immediately after the listing- debt equity ratio- preference shares, convertible, non convertible- Private placements- rights issues- buy back shares- face value change of the shares

**[Total: 15 Hours]**

**Evaluation**

Through hands-on exercise/ reports/ Projects and assignments for every Unit. This is a continuous evaluation system. No midterm or end term exams proposed.

**Reference**

Manual of Instructions provided by CMIE for Prowess Data Base.

## **MBA 341 Fundamentals of Service Management**

**2 Credits**

### Description

This paper is offered as a marketing elective in the third trimester and it emphasizes the importance of the service industry which is going through a period of revolutionary change. Service sector has become the most important space for business houses. The customer revolution, the business environment, global players have brought in tremendous changes to service industry. The course equips the students to acquire core competencies & skill sets to make a successful career in the service sector.

### Learning Objectives

- To impart knowledge needed to implement quality service and service strategies across service industries, such as banks, hotels, hospitals, educational institutions, professional services and other goods industries that depend on service excellence for competitive advantages.
- To inculcate a service culture among students interested in a career in service sector.

### Pedagogy

Class room sessions will be a combination of lectures, conceptual discussions on chosen current situations, and cases: presentations and discussions.

### **Unit I Understanding Service Markets, Products and Customers (5 Hrs)**

- 1) *Perspectives on Marketing in the Service Economy*: Introduction to services, importance & role in new economy, distinguishing characteristics from physical products posing marketing challenges, expanded marketing mix.
- 2) *Customer Behaviour in Service Encounters*: Customer decision making: The 3 stage model of service consumption, understanding service encounters, defining moments of truth, Customer expectation and perception of services

### **Unit II Building the Service Model (9 Hrs)**

- 1) *Developing Service Concepts*: Defining the core and supplementary elements of a service, The flower of service, Planning and branding service products, Development of new services.
- 2) *Distributing Services*: Determining the type of contact: Options for service delivery, Place and time decisions, The role of intermediaries, Distributing services internationally.

- 3) *Pricing and Revenue Management*: Tripod strategy of pricing, Activity based costing, Demand elasticity based on pricing & customer segments, Yield management to maximize revenues.
- 4) *Services marketing communication*: Setting communication objectives, Challenges (intangibles) and opportunities in communicating services, Marketing communications mix using internet.

**UNIT III Managing the Customer Interface**

**(9 Hrs)**

- 1) *Designing and managing service processes*: Blueprinting service operations to create valued experiences, Service process redesign, The customer as co-producer.
- 2) *Balancing Demand & Productive Capacity*: Patterns & Determinants of demand, managing demand levels, overcoming capacity constraint, Inventory demand through waiting lines & reservations.
- 3) *Crafting the Service Environment*: Understanding consumer responses to service environments, Dimensions of the service environment.
- 4) *Managing People for Service Environment*: Importance of Service Employees, Frontline & back office, Cycles of failure, mediocrity and success, Human resource management, Service Leadership & Culture.

**Unit IV Implementing Profitable Service Strategies**

**(7 Hrs)**

- 1) *Managing relationships & building loyalty*: Customer loyalty, The Wheel of loyalty, Creating loyalty bonds, Strategies for reducing customer defections, CRM.
- 2) *Achieving Service Recovery*: Customer complaining behaviour, Principles of effective service recovery systems, Service guarantees, discouraging abuse and opportunistic behavior, learning from customer feedback.
- 3) *Improving Service Quality and Productivity*: Integrating service quality and productivity strategies, what is service quality, The GAPS model- A conceptual tool to identify and correct service quality problems, Measuring and improving service quality, improving service productivity.

**[Total: 30 Hours]**

**Skill Development**

The course will use combinations of approaches such as:

1. Group presentation on various service management initiative from diverse business sectors
2. Case studies
3. Presentation on Service Management news update

**References**

1. Lovelock, C., Wirtz, J., Chatterjee, J. (2011). *Services marketing*. Pearson Prentice Hall.
2. Zeithaml, V.A. & Bitner, Mary, Jo. (2011). *Services marketing*. Tata- McGraw- Hill Edition.
3. Shankar, R. (2011). *Services marketing*. Excel Books.
4. Apte, G. (2011). *Services marketing*. Oxford University Press.

**External Expert:**

Mr. S G Rajashekar  
Vice President(Ex)  
Kean India, Bangalore



## **MBA 342 Management Accounting**

**2 Credits**

### Description

This course provides an introduction to the fundamental concepts of managerial accounting. The focus of the course will be on the accounting function internal to organizations. Managerial accounting is concerned with the analysis of and accounting for costs, managerial planning, decision making and control. The nature and behavior of costs and the usefulness and limitations of accounting data for these purposes are studied. Managerial accounting, while providing some data for financial statements prepared for external users, has as its primary purpose the development and presentation of information useful to internal management for decision making, planning and control. Students will learn the rudiments of costing and application of cost accounting principles in Managerial decision making.

### Learning Objectives

This course covers basic materials on terminology and ideas on cost behavior, cost-volume profit relationships, activity-based costing, , income effect of direct costing versus absorption costing, and simple non-routine decision making.

In this course, helps in the basic understanding of

- Managerial accounting concepts and reports that help managers make planning decisions,
- To understand the fundamentals of cost accounting;
- To lay foundation for developing the skills to interpret Cost Sheets;
- To develop an understanding of process costing and the principles and concepts of contract costing.
- Decision facilitating and decision enhancing roles of accounting information,
- Problem-solving skills with an application orientation to solve business problems in the real world.

### **Unit I Introduction to Cost Accounting**

**(1 Hr)**

*Level of Knowledge : Working Knowledge*

Categories, Allocation, Apportionment & Absorption, Apportionment of service cost centers, Pre-determined overhead rates.

### **Unit II Cost Concepts and Classifications**

**(1 Hr)**

*Level of Knowledge : Working Knowledge*

Cost, Cost centers, Cost Unit, Method of costing, Techniques of costing, Classification of cost- fixed and variable.

**Unit III Overheads (4 Hrs)**

*Level of Knowledge : Working Knowledge*

Output/Unit costing, Cost sheet, Job costing, Contract costing.

**Unit IV Process Costing (4 Hrs)**

*Level of Knowledge : Working Knowledge*

Process accounting, WIP (Equivalent Production), Normal & abnormal losses, Internal process profits, Joints & by-product costing.

**Unit V CVP and Break Even Analysis (10 Hrs)**

*Level of Knowledge : Working Knowledge*

Marginal and differential costing. Special cost for management decision making  
Various management decisions such as make or buy, Shut down or continue pricing decision.

**Unit VI Budgets and Budgetary Control (6 Hrs)**

*Level of Knowledge : Working Knowledge*

Concepts of budget and its advantages, Functional, master and cash budget, Flexible and zero based budgeting, Responsibility accounting, Performance budgeting.

**Unit VII Special Topics (4 Hrs)**

*Level of Knowledge : Working Knowledge*

Cost reduction and cost control, Management reporting and strategic cost management, Activity based costing, Target costing, Life cycle costing

**[Total: 30 Hours]**

**Skill Development**

1. Group presentation on various management accounting topics with detailed description of decision making, purpose, features, scope and analysis on the parameters of return, cost and tax benefit.
2. Practical problems on Cash budget, Flexible budget, Cash flow and Fund flow.
3. Case studies
4. Presentations on Management Accounting news update
5. Presentation on various management Accounting topics

### **Prescribed Text**

1. Arora, M.N. ( 2010). *Cost and management accounting* (9<sup>th</sup> ed.). Vikash Publications.
2. Khan., & Jain. (2010). *Management accounting* (5<sup>th</sup> ed.). Tata McGraw Hills Publications.

### **References**

1. Horngren, Charles, T., Datar Srikant M, foster George, Rajan Madhav V., & Ittner, Christopher. (2010). *Cost accounting a managerial emphasis* (15<sup>th</sup> ed.). Pearson Publications.
2. Jiambalvo, James. (2012). *Managerial accounting* (fourth ed.). Wiley India publications.
3. Khan, M.Y., & Jain, P. K.(2010). *Management accounting. text, problems and cases* (4th ed.). Tata McGraw-Hill Company Ltd Publications.
4. Lal, Jawaharlal., & Srivastava, Seema.(2010). *Cost accounting* (4<sup>th</sup> ed.). Tata McGraw Hill Publications.
5. Lyrich.(2010). *Accounting for management*, New Delhi: Tata McGraw Hill Publications.

### **External Experts**

1. Prof. Shetty FCA  
Department of Management  
Dayanad Sagar Institute  
Bangalore
2. CA Deepika R Gupta FCA  
IIM BANGALORE
3. Prof Chaudhary Prasad  
TAPMI  
Manipal, Karnataka

## **MBA 343 Operations Management**

**2 Credits**

### Description

This paper is offered as a General Management subject in the third Trimester. It develops an insight into the Strategy, planning, manufacturing and control aspects of Operations. This paper prepares the students for careers in the areas of Planning, Manufacturing and control management.

### Learning Objectives

- To familiarize the students with the concepts of operations management systems.
- To drive the concepts of Operations Management such as Inventory management, Project management, Supply Chain Management, Total Quality Management for effective utilization of resources and meeting the customer expectations.
- To understand the Operations strategies for ensuring competitiveness and being globally competitive.

### **Unit I Introduction and Operations Strategy (5 Hrs)**

Introduction: The Field of Operations Management, Production Systems, OM in the Organizational Chart, Operations as Service, Historical Development of OM, Current Issues in Operations Management.

Operations Strategy: Operations Strategy, Operations Competitive Dimensions, The Corporate Strategy Design Process, Strategic Fit-Fitting Operational Activities to Strategy, Productivity Measurement.

### **Unit II Product Development and Process selection (4 Hrs)**

The Product Design Process, Designing for the Customer, Designing Products for Manufacture and Assembly, Process Selection, Manufacturing Process Flow Design, Measuring Product Development Performance, Service Encounters, Structuring the Service Encounter, Service-System Design Matrix,

### **Unit III Facility Planning (4 Hrs)**

Planning the strategic use of resources -Plant location and Plant Layout, Line balancing, Takt time, RPW numerical.

### **Unit IV Inventory Management (6 Hrs)**

Inventory Management: Definition of Inventory, Purposes of Inventory, Inventory Costs, Independent versus Dependent Demand, Inventory Systems, ABC, EOQ, , FSN,VED,VMI, Introduction to SCM.

**Unit V Quality Management (4 Hrs)**

Management of Quality – Introduction to QM tools such as TQM, SPC, 7 QC tools, Six Sigma, OEE.

**Unit VI Project Management (4 Hrs)**

Introduction, Structuring Projects, Work Breakdown Structure, Network PERT/CPM problems.

**Unit VII Current trends in Operations Management (3 Hrs)**

Lean and Green operations

**[Total: 30 Hours]**

**Skill Development**

1. Facility layout -- exercises given on layout making for Hospital, Manufacturing factory, hotel, retail outlets in groups.
2. Seven QC tools --- Exercises to be done by students with an example on Pareto chart, Ishikawa diagram, Histogram, etc.
3. Exercise in class on Quality function deployment -- House of quality on an item. (ex camera, washing machines or any other item)

**Essential Text**

Chase, R. B., & Ravi Shankar, Et al. (2010). *Operations and Supply Management*. India: McGraw Hill.

Mahadevan, B. (2010). *Operations Management*. India: Pearson.

**References**

1. Chase, R. B. & Nicholas, A. J., & et al. (2010). *Operations management for competitive advantage*. New Delhi: Tata McGraw Hill.
2. Lee, K. J., & Larry, R. P. (2002). *Operations management, processes and value chains*. New Delhi: Pearson Education Publications.
3. Gaither, N. F. (2002). *Production & operations management*. New Delhi: Thomson Learning Publications.
4. Stevenson, W. J. (2007). *Production and operations management*, New Delhi: McGraw Hill.
5. Jay, H., & Barry, R. (2011). *Operations management*. New Delhi: Pearson Education Publications.
6. Buffa, E. S., & Sarin, R. K. (2008). *Modern production/operations management*. New Delhi: John Wiley & Sons Publications.
7. Russel, R. S., & Taylor, B. W. (2012). *Operations management*. New Delhi: John Wiley & Sons Publications.

# **CURRICULUM**

## **YEAR - III**

### **Specialization**

**Functional Electives - Finance**

**MBA301 Management of Banks and Financial Institutions**

**2 Credits**

Description

This paper is offered as a finance elective in the third trimester. It prepares students for careers in Banking and Finance industry. Students opting for this elective understand the various aspects related to management of Banks and Financial Institutions.

Learning Objectives

- To gain foundation in the key issues confronting bank managers today.
- To gain familiarization with the basic financial models that is used to formulate decisions and an understanding of the strengths and weakness of data analysis.
- To recognize the trade-offs involved in making financial decisions and to develop the logical thought processes needed to reach reasonable conclusions.

**Unit I Overview of the Banking Industry & Regulation**

**(2 Hrs)**

*Level of Knowledge: Working knowledge*

Information related to bank management and current banking trends.

Role of competition in forcing change in banking, expanded product and service offerings across geographic markets and the impact on banking industry consolidation.

Organizational structure of local area banks and large banking holding companies.

Banking regulatory environment.

Impact of key banking legislation.

**Unit II Evaluating Bank Performance**

**(4 Hrs)**

*Level of Knowledge: Working knowledge*

Basic risk and return features of commercial banks. Bank financial statements.

DuPont model for evaluating bank performance. How banks make a profit?

Trade-offs involved in balancing credit risk, liquidity risk, market risk, operational risk, reputational risk, legal risk and solvency risk.

Strategies and trends in controlling non-interest expense relative to non-interest income to help meet efficiency objectives.

**Unit III Managing Interest Rate Risk**

**(8 Hrs)**

*Level of Knowledge: Working knowledge*

How banks measure and manage interest rate risk?

Pricing of securities, total return analysis to investors and the determinants of interest rates.

GAP analysis and the use of sensitivity analysis to assess the potential impact of interest rate and balance sheet changes on net interest income.

Duration gap analysis and the use of sensitivity analysis to assess the potential impact of interest rate and balance sheet changes on the economic value of stockholders' equity.

Impact of embedded options and the necessity behind incorporating sensitivity analysis to assess the impact of such options on profits and risk. Basic features of financial futures, forward contracts, interest rate swaps and interest rate caps and floors and how banks use them to both hedge and speculate. Understanding the models, data output and strategies to improve performance.

**Unit IV Managing Cost of Funds, Bank Capital & Liquidity**

**(8 Hrs)**

*Level of Knowledge: Working knowledge*

Features of bank liabilities. Regulatory capital requirements. Overall liquidity analysis. Estimating the marginal cost of funds for taking investment decisions and pricing assets. How banks meet legal reserve requirements and manage cash assets? A model to estimate liquidity needs and plan for temporary cash deficiencies and longer-term liquidity needs. The new Basel II capital requirements.

**Unit V Extending Credit to Businesses and Individuals**

**(4 Hrs)**

*Level of Knowledge: Working knowledge*

How banks manage credit risk?

Basic credit analysis principles and the characteristics of different types of loans. Procedure for estimating a business borrower's cash flow from operations.

Basic credit scoring models applied to individual borrowers.

Interpreting financial statements and generating cash flow estimates to determine repayment prospects. Customer profitability analysis the basic framework used to assess whether a bank is profiting from a customer's total relationship.

**Unit VI Managing Investment Portfolio & Special Topics**

**(4 Hrs)**

*Level of Knowledge: Working knowledge*

Role of fixed income securities in helping a bank meet profit and risk objectives.

Basic objectives a bank's investment portfolio and the nature of investment policy guidelines. Basic features of taxable and tax-exempt securities that banks buy. Various strategies related to choosing security maturities, the composition between taxable and tax-exempt securities and purchases or sales timed to take



advantage of the business cycle. Impact of embedded options on security pricing and the risk-return trade-off to investors of callable bonds and mortgage-backed securities with significant prepayment risk. Recent trends in global banking activities. Management of foreign exchange risk.

**[Total: 30 Hours]**

### **Skill Development**

1. Practical assignments related to learning after individual Unit.
2. Case studies
3. Presentations on Financial news updates.

### **Prescribed Text**

1. R M Shrivastava., Dr Divya Nigam, (2009). *Management of Indian Financial Institutions*. 8<sup>th</sup> edition, Publisher: Himalaya Publications.

### **References**

1. MacDonald Scott S., Koch Timothy W, *Management of Banking*. 6<sup>th</sup> Edition, Indian: Cengage learning.
2. Gup Bentone., Kolari James W, *Commercial Banking - The Management of Risk*. 3<sup>rd</sup> Edition, Wiley India edition.
3. Hull John C., *Risk Management and Financial Institutions*. Pearson.
4. Dun Bradstreet., *Financial Risk Management*. Tata McGraw Hill.
5. *General Management Bank Management*. IIBF Books for CAIIB Exam, Macmillan Publications.
6. *Risk Management*. IIBF Books for CAIIB Exam, Macmillan Publications.
7. Vivek., Asthana P.N, *Financial Risk Management*. Himalaya Publishing House.
8. Bhattacharya Hrishikesh., *Banking Strategy- Credit Appraisal and Lending Strategies - A Risk-Return Framework*. Oxford University Publications.
9. Mukherjee D.D., *Credit Appraisal, Risk Analysis and Decision Making*. 4<sup>th</sup> enlarged and revised edition, Snow White Publications.
10. Tannan M.L., *Tannan's Banking Law and Practice in India*. Jain Book Agency.

## **MBA 302 Security Analysis and Portfolio Management**

**2 Credits**

### Description

This paper is offered as a finance elective for the MBA programme. It develops an investment attitude and prepares students for careers in the areas of finance and investment. Students opting for finance specialization would find this course to be important as its applications can be seen while understanding financial markets.

### Learning Objectives

- To provide students with a conceptual and analytical framework of evaluating a security.
- To provide students with working knowledge framework of different financial instruments, their risk and returns and their usefulness while constructing portfolios.
- To familiarize students with portfolio construction and management techniques and strategies.

### **Unit I Introduction: The Investment Background**

**(5 Hrs)**

#### *Level of Knowledge: Conceptual and Working*

Organization and Functioning of securities markets - What is a Market?; Primary capital markets; secondary financial markets. Security market indexes - Stock market indexes; Bond market indexes. The investment setting - What is an investment? Measures of return and risk. The Asset Allocation decision - Individual investor life cycle; The need for a policy statement; Input to the policy statement; Constructing the policy statement; the importance of asset allocation.

### **Unit II Macro Analysis and Micro-Valuation of Stock**

**(9 Hrs)**

#### *Level of Knowledge: Conceptual and Working*

Macro market analysis – Economic activity and security markets, Economic series and stock prices; the cyclical indicator approach etc. Industry analysis – Why do Industry analysis? The business cycle and Industry sectors; structural economic changes; Evaluating the Industry life cycle. Company analysis and stock valuation – Company analysis versus valuation of stock; Company analysis; Estimating intrinsic value; Additional measures of relative value; Analysis of growth companies; Valuation of alternative Investments. Technical analysis – Advantages of technical analysis; Technical trading rules and indicators Efficient Capital Markets – Why should capital markets be efficient? Alternative efficient market Hypotheses; Tests and results of EMH; Implications of efficient capital markets

**Unit III Portfolio Management Theory (5 Hrs)**

*Level of Knowledge: Conceptual and Working*

An introduction to Portfolio Management - Some background assumptions; Markowitz portfolio Theory; An introduction to asset pricing models – Capital Market Theory: An overview; The Capital Asset Pricing Model: Expected return and risk; relationship between Systematic risk and return; The Market Portfolio: Theory Vs Practice Multifactor Models of risk and return – Arbitrage Pricing Theory

**Unit IV Portfolio Management Strategies (3 Hrs)**

*Level of Knowledge – Conceptual and Working*

Equity portfolio management strategies – Passive Vs Active management; Overview of passive equity portfolio management strategies; Overview of active equity portfolio management strategies; An overview of style analysis; asset allocation strategies

**Unit V Bond Valuation and Bond Portfolio Management Strategies (3 Hrs)**

*Level of Knowledge: Conceptual and Working*

The Analysis and Valuation of Bonds – The fundamentals of Bond Valuation; computing bond yields Bond Portfolio Management strategies – Alternative Bond Portfolio Strategies – Passive Management Strategies; Active Management Strategies

**Unit VI Evaluation of Portfolio Performance (2 Hrs)**

*Level of Knowledge: Conceptual and Working*

Evaluation of Portfolio performance – Composite Portfolio Performance measures; Application of Portfolio performance measures; Evaluation of bond portfolio performance.

**Unit VII Behavioral Finance (3 Hrs)**

*Level of Knowledge: Conceptual and Working*

What is Behavioral Finance?, Standard Finance Versus Behavioral Finance, History of Behavioral Finance, Investor Behavior and asset allocation process, Investor Biases-Overconfidence, Representativeness, Anchoring, Mental Accounting, Loss Aversion, Framing, Availability bias and others

**[Total: 30 Hours]**

**Skill Development**

1. Practical valuation of shares and bonds.
2. Solving Case studies
3. Understanding and follow up with day-to-day financial news updates.
4. Portfolio construction using excel.
5. Doing Industry analysis.

### **Prescribed Texts**

1. Reilly., & Brown. (2009). *Investment analysis & portfolio management* (8<sup>th</sup> ed.). New Delhi: Thomson Publications.

### **References**

1. Chandra, Prasanna. (2008). *Investment analysis and portfolio management*. New Delhi: Tata McGraw – Hill Publications.
2. Fischer., & Jordan., *Security analysis and portfolio management*. Prentice Hall Publications.
3. Bhalla, V. K., *Investment management*, S. Chand & Co Publications.
4. Kevin S.(2008). *Security Analysis & Portfolio Management*, New Delhi: PHI Learning Pvt Ltd Publications.
5. Bodie., Kane., Mohanty., *Investments* (6<sup>th</sup> ed.). Tata McGraw Hill Publications.
6. Brealey., & Myers., *Principles of corporate finance* (7<sup>th</sup> ed.). Tata McGraw Hill Publications.

**Functional Electives – General Management**

**MBA306 Management of Banking Institutions**

**2 Credits**

Description

This paper is offered as a finance elective in the third trimester. It prepares students for careers in Banking and Finance industry. Students opting for this elective understand the various aspects related to management of Banks and Financial Institutions.

Learning Objectives

- To gain foundation in the key issues confronting bank managers today.
- To gain familiarization with the basic financial models that is used to formulate decisions and an understanding of the strengths and weakness of data analysis.
- To recognize the trade-offs involved in making financial decisions and to develop the logical thought processes needed to reach reasonable conclusions.

**Unit I Overview of the Banking Industry & Regulation**

**(2 Hrs)**

*Level of Knowledge: Working knowledge*

Information related to bank management and current banking trends.

Role of competition in forcing change in banking, expanded product and service offerings across geographic markets and the impact on banking industry consolidation.

Organizational structure of local area banks and large banking holding companies.

Banking regulatory environment.

Impact of key banking legislation.

**Unit II Evaluating Bank Performance**

**(4 Hrs)**

*Level of Knowledge: Working knowledge*

Basic risk and return features of commercial banks. Bank financial statements.

DuPont model for evaluating bank performance. How banks make a profit?

Trade-offs involved in balancing credit risk, liquidity risk, market risk, operational risk, reputational risk, legal risk and solvency risk.

Strategies and trends in controlling non-interest expense relative to non-interest income to help meet efficiency objectives.

**Unit III Managing Interest Rate Risk**

**(8 Hrs)**

*Level of Knowledge: Working knowledge*

How banks measure and manage interest rate risk?

Pricing of securities, total return analysis to investors and the determinants of interest rates.

GAP analysis and the use of sensitivity analysis to assess the potential impact of interest rate and balance sheet changes on net interest income.

Duration gap analysis and the use of sensitivity analysis to assess the potential impact of interest rate and balance sheet changes on the economic value of stockholders' equity.

Impact of embedded options and the necessity behind incorporating sensitivity analysis to assess the impact of such options on profits and risk. Basic features of financial futures, forward contracts, interest rate swaps and interest rate caps and floors and how banks use them to both hedge and speculate. Understanding the models, data output and strategies to improve performance.

**Unit IV Managing Cost of Funds, Bank Capital & Liquidity**

**(8 Hrs)**

*Level of Knowledge: Working knowledge*

Features of bank liabilities. Regulatory capital requirements. Overall liquidity analysis. Estimating the marginal cost of funds for taking investment decisions and pricing assets. How banks meet legal reserve requirements and manage cash assets? A model to estimate liquidity needs and plan for temporary cash deficiencies and longer-term liquidity needs. The new Basel II capital requirements.

**Unit V Extending Credit to Businesses and Individuals**

**(4 Hrs)**

*Level of Knowledge: Working knowledge*

How banks manage credit risk?

Basic credit analysis principles and the characteristics of different types of loans. Procedure for estimating a business borrower's cash flow from operations.

Basic credit scoring models applied to individual borrowers.

Interpreting financial statements and generating cash flow estimates to determine repayment prospects. Customer profitability analysis the basic framework used to assess whether a bank is profiting from a customer's total relationship.

**Unit VI Managing Investment Portfolio & Special Topics**

**(4 Hrs)**

*Level of Knowledge: Working knowledge*

Role of fixed income securities in helping a bank meet profit and risk objectives.

Basic objectives a bank's investment portfolio and the nature of investment policy guidelines. Basic features of taxable and tax-exempt securities that banks buy. Various strategies related to choosing security maturities, the composition between taxable and tax-exempt securities and purchases or sales timed to take

advantage of the business cycle. Impact of embedded options on security pricing and the risk-return trade-off to investors of callable bonds and mortgage-backed securities with significant prepayment risk. Recent trends in global banking activities. Management of foreign exchange risk.

**[Total: 30 Hours]**

### **Skill Development**

1. Practical assignments related to learning after individual Unit.
2. Case studies
3. Presentations on Financial news updates.

### **Prescribed Text**

1. R M Shrivastava., Dr Divya Nigam, (2009). *Management of Indian Financial Institutions*. 8<sup>th</sup> edition, Publisher: Himalaya Publications.

### **References**

1. MacDonald, Scott. S., & Koch, Timothy. W. *Management of banking*. (6<sup>th</sup> ed.). Indian: Cengage learning.
2. Gup, Bentone., & Kolari, James. W. *Commercial banking - the management of risk*. (3<sup>rd</sup> ed.). Wiley India edition.
3. Hull, John. C. *Risk management and financial institutions*. Pearson.
4. Dun, Bradstreet. *Financial risk management*. Tata McGraw Hill.
5. *General Managementbank management*. IIBF Books for CAIIB Exam, Macmillan Publications.
6. *Risk management*. IIBF Books for CAIIB Exam, Macmillan Publications.
7. Vivek., & Asthana, P. N. *Financial risk management*. Himalaya Publishing House.
8. Bhattacharya, Hrishikesh. *Banking strategy- credit appraisal and lending strategies - A Risk-Return Framework*. Oxford University Publications.
9. Mukherjee, D.D. *Credit appraisal, Risk analysis and decision making*. (4<sup>th</sup> ed.). Snow White Publications.
10. Tanna, M.L. *Tanna's banking law and practice in India*. Jain Book Agency.

### **External Experts**

- |  |  |
|--|--|
| 1. Dr. Viswanath N.S.<br>Director<br>Bhavan Marshall Institute of Management<br>Race Course Road<br>Bangalore. | 2. Mr. Giri Narayanan<br>Director – HR<br>GE Power,<br>Bangalore |
|--|--|

**MBA 307 Dynamics of IT & ITES Industry**  
**2 Credits**

Description

Industry specific course that gives the student an understanding of all facets of the IT / ITeS industry in India.

Learning objectives

- To equip the students with detailed knowledge about the industry dynamics and workings of IT/ITeS industry in India with a view to make them industry ready.

Pedagogy

The course is a combination of class room lectures, case studies, assignments and industry interactions.

**Unit I (3 Hrs)**

History of IT/ ITeS industry - events that lead to the evolution of the industry in the 90's - the rapid growth phase post 2000, and the current mature phase since 2010.

**Unit II (6 Hrs)**

Industry overview - types of companies, study of key players, details of services offered, key challenges

**Unit III (9 Hrs)**

Operations inside IT company; Discussion on the Application development process, Application testing process, Application support process, Business process outsourcing processes; the key management processes that drive the IT /ITeS service delivery

**Unit IV (9 Hrs)**

Organization structure and key departments in IT/ ITeS companies – resourcing, training, deployment, project management and delivery, customer acquisition, marketing, finance, infrastructure and management metrics



**Unit V**

**(3 Hrs)**

The role of MBA's in IT/ITeS industry – Business analysis, Functional consultant, Finance roles, Marketing roles, Sales roles.

**[Total: 30 Hours]**

**Skill Development**

1. Application exercise
2. Case studies
3. Role play

**Reference books**

Nasscom Quarterly industry review –Dec 2012

**External Experts**

- |  |  |
|--|--|
| 1. Dr. Viswanath N.S.<br>Director<br>Bhavan Marshall Institute of Management<br>Race Course Road<br>Bangalore. | 2. Mr. Giri Narayanan<br>Director – HR<br>GE Power,<br>Bangalore |
|--|--|

## **Functional Electives – Human Resource**

### **MBA 311 Human Resource Planning, Recruitment and Selection 2 Credits**

#### Description

This paper is offered as a human resources elective in the third trimester. It develops understanding for the human resources planning and recruitment, selection and prepares students for careers in the areas of human resources. Students opting for this elective specialize in the various aspects of Hr Planning, recruitment and selection- concepts of human resources and planning, considerations in various types of human resources planning, Managing vacancies, selecting of right tools for selection process ,Analysis of selection processes, various types of interviewing techniques, career planning and career movement within the organization

#### Learning Objectives

- To explore and understand the issues involved in manpower planning and selection methods in the industry
- To understand and develop the techniques required for selection & retention of employees.
- To identify and match organizational needs and individual potential for better HRM practices.

#### **Unit I Manpower Planning**

**(6 Hrs)**

*Level of Knowledge: Conceptual and Basic*

Manpower Planning: Objectives (micro and macro levels), Benefits, advantages, limitations, problems - HR planning, linkage of HR planning with other HR functions, influencing factors in manpower planning - Manpower planning: tools, methods and techniques: Job analysis, Skills analysis/ skill inventory, Performance appraisal, Manpower inventory - Use and applicability of statistical and mathematical models in manpower planning - Census analysis - Markov analysis

#### **Unit II Selection**

**(6 Hrs)**

*Level of Knowledge: Working Knowledge*

Selection Criterion in Industry - Role of Scientific Selection in Personnel Management, Manpower Planning and Organizational Structuring: Challenges of Selection in today's world - Value of good employees - Selection Policy and Strategy - Source of Recruitment. Steps of Systematic Selection - Job Description - Job Specification - Selection Tests – Intelligence Aptitude, Personality - Psychometric Testing – Sampling, Validity, Reliability - Statistical inference - 16 PF and other Personality Tests - Exercise on Psychometric Testing - Group Selection Methods – Assessment Center.

**Unit III Reliability and Validity of Selection Tool (4 Hrs)**

*Level of Knowledge: Conceptual*

Testing in the industry for selecting promotion and placement. Historical development of testing selection devices and applicability, Reliability and validity.

**Unit IV Interviewing Techniques for Selection (4 Hrs)**

*Level of Knowledge: Working Knowledge*

Devices: Skills, tools and techniques of the selection interview.

**Unit V Probation and Induction (3 Hrs)**

*Level of Knowledge: Conceptual Knowledge*

Probation & Induction

**Unit VI Internal Mobility (3 Hrs)**

*Level of Knowledge: Working Knowledge*

Internal mobility: Promotion, Transfer, Demotion and Separation.

**Unit VII Career Planning and Succession Planning (4 Hrs)**

*Level of Knowledge: Working Knowledge*

Employee Turnover: Methods to study turnovers & methods to retain employees

**[Total: 30 Hours]**

**Skill Development**

1. Thought paper on effect of industrial life cycle on HR planning
2. Practical problems in reliability and validity
3. Case studies
4. Mock job fair to understand effectiveness of selection process

**Prescribed Text**

1. Bhattacharaya, D., (2007). *Human resources and planning* (1<sup>st</sup> ed.). Excel books.

### Reference Books

1. Gatewood, Filed. Barrick. (2009). *Human resource selection* (2<sup>nd</sup> ed.). Cenage learning.
2. Diane, Arthur., *Recruiting, interviewing , selection & orienting new employees* (4th ed.). PHI publication.
3. Fisher, Schoenfiled. Shaw. (2008). *Human resource management*. Biztantra print.
4. Snell, Bohlander. (2009). *Human resource management*. Cenage Learning print.
5. Robert, Half. (2007). *Finding, hiring and keeping the best employees*. Wiley publications.
6. Harper, Sally. (1997). *Personnel management handbook*. Gower publication.
7. Walker, James. W. (2007). *Human resource planning*. Tata Mcgraw hill.
8. Cherrington, David. J. *The management of human resources* (4th ed.).
9. Timple, Dale. *The art & science of business management ; Managing people*,Vol.5.

### External Experts

1. Dr.Poornima  
ICFAI Business School,  
Bangalore

2.Dr. A.K. SRIVASTAVA  
Freelance Consultant ,  
Ulsoor,  
Commerce  
Bangalore

3. Mr. N. P Manjunatha  
Freelance Consultant ,  
Dairy Circle, Bangalore

4 Dr. B.C Sanjeevaiah  
Professor & Chairman  
Post Graduate Department of  
Bangalore University

## **MBA 312 Training And Development**

**2 Credits**

### Description

The course is offered as a human resource elective in the third trimester. The course includes both the cognitive and the behavioral component. It will to develop both knowledge and skills in human resource development. Students should have increased their knowledge about the training function, training processes, design considerations, alternative methods of instruction, implementation issues, and training evaluation. It is expected to develop and improve their skills at applying the training processes in any context.

### Learning Objectives

- To enhance understanding of students towards training and development as a HRD strategic tool.
- To increase their knowledge about the connection between HRM, HRD, Training and development.
- To sensitize the students with the concepts, principles and issues connected with training and development.
- To enable the students to identify, design, deliver and evaluate a feasible, meaningful and relevant training and development program.
- To increase skills in developing and delivery of training.

### **Unit I Training in Organizations and Business Strategy and HRD (4 Hrs)**

*Level of Knowledge: Conceptual and Higher understanding*

Overview of training, opportunities and challenges for training, important concepts and meanings

Strategic planning, OD, strategy, and training, developing an HRD strategy, focus on small business

### **Unit II Learning, Motivation and Performance (4 Hrs)**

*Level of Knowledge: Conceptual, Higher understanding and application*

Understanding motivation and performance, understanding learning, social learning theory, aligning training design with learning process, motivation to learn, training that motivates adults to learn.

### **Unit III Need Analysis and Training Design (8 Hrs)**

*Level of Knowledge: Higher understanding and application*

Why conduct a TNA? When to conduct a TNA?, the TNA model, where to look for organizational gaps, the framework for conducting a TNA, output of TNA, approaches to TNA, TNA and design

Organizational constraints, developing objectives, why use training objectives?  
Facilitation of learning: focus on the trainee, Facilitation of learning: focus on training design, Facilitation of transfer: focus on training, Facilitation of transfer: focus on organizational intervention, design theory and outcomes of design

**Unit IV Training Methods: Traditional and Computer Based (8 Hrs)**

*Level of Knowledge: Higher understanding and application*

Matching outcomes with methods, lectures and demonstrations, games and simulations, on-the-job training, audiovisual enhancements to training  
Overview of computer based training (CBT), computer-based training methods

**Unit V Development and Implementation of Training and Evaluation of Training (8 Hrs)**

*Level of Knowledge: Higher understanding and application*

Instructional strategy, materials and equipment, manuals, facilities, trainer, alternatives to development, Implementation ideas for training, Implementation ideas for trainer, dry run, pilot program, transfer of training  
Rationale for evaluation, resistance to training evaluation, why must we evaluate, types of evaluation data collected – process data and outcome data, models of evaluation, evaluation beyond learning

**Unit VI Key Areas of organizational Training and Management Development (8 Hrs)**

*Level of Knowledge: Higher understanding and application*

Overview, orientation training, diversity training, sexual harassment training, team training, other training programs and issues, the learning organization  
Why focus on management development, approach to management development, General Management overview of the managerial job, General Management characteristics of managers, integration: strategies and management characteristics, management development implications, sources of knowledge/skill acquisition, training for executive level management

**[Total: 40 Hours]**

**Skill Development**

1. Design, deliver and evaluate a training module
2. Experiential learning through Case studies, group discussions, exercises, games, role-plays & psychological instruments; small group interaction, group tasks and presentations

### **Prescribed Text**

1. Blanchard, P. N., & Thacker, J. W. (2009). *Effective training: Systems, strategies, and practices* (2<sup>nd</sup> ed.). Pearson Education.

### **Reference Books**

1. Truelove, S. (2009). *Training and development: theory and practice*. Jaico Publishing House.
2. Mcgrath, E. H. (2008). *Training for life and leadership in industry*. Prentice Hall of India Pvt Ltd.
3. Noe, A. R. (2008). *Employee training and development*. The McGraw-Hill Companies.
4. Janakiram, B. (2007). *Training & development, Biztantra innovations in management*. Dreamtech press.
5. Anderson, A.H. (2000). *Training in practice: Successful implementation of plans*. Infinity Books.
6. Phillips, J. J. (2004). *Handbook of training evaluation and measurement methods*. Jaico Publishing House.
7. Sahu, R. K (2005). *Training for development: All you need to know*. Excel Books.
8. Irwin, L. Goldstain. L. I., & Ford, J. K. (2002). *Training in organization: Needs assessment, development, and evaluation* (4<sup>th</sup> ed.). Thomson Learning.

### **External Experts**

- |  |   |
|--|---|
| 1. Dr. Subhash Sharma<br>Dean, Indian Business Academy | 3. Kevin Samuel<br>Director – greenshoots |
| 2. Dr. Vivekanand<br>Faculty, Icfai Business School    | 4. Alok Chatterjee<br>CEO - Moss and Hue  |

**Functional Electives – Lean Operations and Systems**

**MBA 316 QUALITY MANAGEMENT SYSTEM**

**2 Credits**

Description

This paper is offered as a core subject in the third trimester. It emphasizes the importance of total quality management in all areas or segments of business and organizations. Students develop and specialize on the various approaches to quality, problem solving methodology like quality tools.

Learning objectives

- To assist in developing concepts, knowledge and skills for an integrated approach to Quality Management
- To expose to the latest tools and techniques in effective decision-making.
- To familiarize with the current practices in the field of QMS

**Unit I Quality Philosophy**

**(5 Hrs)**

Level of Knowledge – Conceptual and Basic

Quality Philosophies - Deming “14 Points” - Juran: TrilogY” - Crosby “Zero Defect” - Ishikawa “Next One in the Operation is the Customer”, Taguchi,

**Unit II Cost of Quality**

**(3 Hrs)**

Level of Knowledge – Working Knowledge

Cost of Quality - Discretionary Cost: - Prevention – Appraisal - Consequential Cost: Internal Failure - External Failure

**Unit III Introduction to TQM**

**(5 Hrs)**

Level of Knowledge – Conceptual

Total Quality Management – Concept - Comparison with Traditional Quality - Implementation of TQM - Malcolm Bald Ridge Award - TQM in Education

**Unit IV Quality Tools**

**(4 Hrs)**

Level of Knowledge – Working Knowledge

Management tools for quality



**Unit V Quality Systems (5 Hrs)**

Level of Knowledge – Working Knowledge  
Quality Circles, ISO 9000, ISO 14000

**Unit VI Lean Six Sigma (4 Hrs)**

Level of Knowledge – Working Knowledge  
Six Sigma Tools, Integration with lean concepts

**Unit VII Current Trends (4 Hrs)**

Level of Knowledge – Working Knowledge  
Best practices in Manufacturing & service industries

**[Total: 30 Hours]**

**Skill Development**

1. Group activities on 7 quality tools Practical problems.
2. Case studies
3. Presentations on TQM practices
4. Group activity on Kaizen and QFD

**Core Texts:**

1. Besterfield, D. H, & Besterfield, M.C., & et al. (2011). *Total Quality Management*. New Delhi: Pearson Publications.

**Reference Texts:**

1. Bedi, K. (2010). *Quality management*. New Delhi: Oxford Press Publications.
2. Bhatt, S. (2007). *Total quality management*. New Delhi: Himalaya Publications.
3. Evans, J. R. (2005). *Total quality management, organization, strategy*. New Delhi: Thomas South western Publications.
4. Gitlow, K. (2005). *Quality management*. New Delhi: The McGraw Hill Publications.
5. Logothetis, N. (2002). *Managing for total quality – from deming to taguchi and SPC*. New Delhi: Paperback.

**External Experts**

- |   |  |
|---|--|
| 1. Mr. Sivanandam<br>Director<br>Thiruveni Consultants<br>Bangalore | 2. Mr. Jayathirta<br>Managing Director<br>Bulls Eye Ltd.,<br>Bangalore |
|---|--|

**MBA 317 Project Management**

**2 Credits**

**Description**

This paper is offered as an elective in the third trimester. It develops project management mindset in the students and prepares students for careers in the areas of project management. Students opting for this elective subject, specialize in the various aspects of project management; – defining, scoping, project estimation and costing, project quality management, project network management and risk management.

**Learning Objectives**

- To develop in students, a project management mindset and prepare them for careers in the areas of project management.
- To enable the students to acquire an understanding of the concept and meaning of project, and project management techniques.
- To enable the students to assess and understand project selection process, the risk associated with projects and project team management.
- To train the students on software skills through training on MS Projects for Project planning, scheduling and monitoring.

**Unit I Project Management Framework**

**(3 Hrs)**

*Level of Knowledge – Conceptual and Basic*

Definition of project, need for project management, Project life cycle, project stake holders

**Unit II Project Management Scope**

**(4 Hrs)**

*Level of Knowledge – Working Knowledge*

Defining project scope, Establishing project priorities, Work break down structure, Process breakdown structure, Responsibility matrices.

**Unit III Estimating Project Time, Cost And Selection**

**(6 Hrs)**

*Level of Knowledge – Working Knowledge*

Factors influencing the quality of estimates, estimating guidelines for times, costs and resources, Macro and micro estimating, methods for estimating, level of detail, developing budgets, types of costs, refining estimates and contingency fund, selection of project.

**Unit IV Project Teams**

**(4 Hrs)**

*Level of Knowledge – Conceptual Knowledge*

Five stage team development model, situational factors affecting team, building high performance project teams, managing virtual project teams.

**Unit V Project Expediting (4 Hrs)**

*Level of Knowledge – Conceptual Knowledge*

GANTT CHART, Crashing of Projects, Cost Analysis for Project Crashing.

**Unit VI Project Risk Management (5 Hrs)**

*Level of Knowledge – Conceptual Knowledge*

Risk concept, risk identification, risk assessment, risk response development, contingency planning, contingency funding and time buffers, risk response control, and change control management.

**Unit VII Project Control Process (4 Hrs)**

*Level of Knowledge – Conceptual Knowledge*

Project progress & performance measurement and evaluation-Structure of a project monitoring information system, project control process, monitoring time performance, need for an integrated information system, Progress monitoring indexes.

**[Total: 30 Hours]**

**Skill Development**

1. Practical cases from experts in the field of project management.
2. Practical problems in evaluation of different projects.
3. Case studies
4. Presentations on mega project case analysis.
5. Presentations on latest trends in project management.
6. Workshop on MS Projects.

**Prescribed Texts**

1. Gray, C. F., & Larson, E. W. (2010). *Project management: The managerial process*(4 th ed.). New Delhi: Tata Mc-Graw Hill.

**References**

1. Kerzner, H. (2013). *Project management: A systems approach to planning, scheduling, and controlling* (10 th ed.). New Delhi: John Wiley.
2. Lester, A. (2012). *Project management planning and control*. New Delhi: Elsevier.
3. Meredith, J.R., & Mantel, S.J. (2011). *Project management: A managerial approach*. New Delhi: John Wiley.
4. Nicholas, J. M., & Steyn, H. (2008). *Project management for business, engineering and technology* (3rd ed.). New Delhi: PHI.

**External Experts**

1. Mr. Sivanandam  
Professor & ex-D.G.M B.E.L  
Visiting Faculty

2. Prof. Krishna Prasad  
H.O.D. Dept. of M.B.A.  
B.I.T , Bangalore.

**Functional Electives – Marketing**

**MBA 321 Sales Management & Negotiation Skills**

**2 Credits**

Description

This course differs from the rest of the curriculum in some important respects. The focus of the course is a set of interactive exercises and simulations topped - up with lectures and templates. Managerial success requires agreement and collaboration with other people. This is certainly true for transactions between organizations and customers, and between investors and start-up companies. This course is aimed at enabling students to become more effective sales professional and a negotiator. Effectiveness requires many aspects, including:

Learning Objectives

- The ability to create value and execute deals that others might overlook;
- The strategic skill and competencies needed for success.
- The ability to avoid common mistakes made by sales professionals and negotiators;
- The ability to work with people whose backgrounds, expectations, and values differ from your own; and
- The capacity to reflect and learn from your experience.

**Unit I Sales Management**

**(5 Hrs)**

Nature and importance of sales management, Dimensions of sales management  
Lateral relationships of a Sales manager  
Planning and organizing Sales Force  
Estimating market potential and forecasting sales  
Importance and definitions, Sales forecasting methods-quantitative and qualitative techniques  
Organizing the sales force --Nature and characteristics, Basic types of organization, Specialization within sales department

**Unit II Management of the Sales Force**

**(5 Hrs)**

*Sales Force Staffing Process:* The planning phase, The recruiting phase - The selection phase– Hiring and assimilation Phase.

*Directing the Sales force:* Time and territory management --Objectives and criteria for territory formation, Sales territories design, Time management, Routing and scheduling

*Sales quotas and compensation:* Purpose, Types of quotas, Administration of quotas, Objectives of a compensation plan, Developing the compensation plans-basic and combination, Trends in compensation plan

Restructuring quotas due to changes in organization, product portfolio, and geographical coverage.

*Controlling and evaluating the sales force:* Analysis of sales, costs and profitability, Budgeting, Sales analysis-Marketing cost analysis-Increasing sales force productivity.

### **Unit III Personal Selling**

**(10 Hrs)**

The different approaches-Benefit selling, Relationship selling, Stimulus response selling, Formula approach, Need satisfaction selling, Problem-solving selling, Consultative selling

*Selling process:*

Preparation & Prospecting – Challenges of prospecting, qualifying leads, effective prospecting

Sales Approach, Diagnosis and Solution generation

Handling Objections: common customer objections , Reasons why prospects raise objections, Objection handling techniques and methods

Closing call: Types of sales closures

*Sales Communication Skills:*

Sales communication & collaborative process, Questioning, Active listening, Body language

Sales presentation : presentation planning & format, organized presentations, sales reports

Persuasion / assertiveness : Principles of persuasion and assertiveness – methods and techniques

Cold Calling : The art of cold calling , Cold calling techniques

Business etiquettes : Professional dressing, Telephone & email etiquettes, Meeting manners

Charisma : Importance of charisma, Charisma elements, how to develop personal charisma

### **Unit IV Negotiation Skills**

**(10 Hrs)**

*Understanding negotiation:* What is negotiation, Rules of negotiation, behaviors of successful negotiators, Negotiation styles

*Negotiation tactics & counter measures:* Common negotiation tactics, dealing with tough negotiators

*Cross cultural negotiations & Negotiation ethics*

**[Total: 30 Hours]**

### **Skill Development**

1. Plan ,coach and counsel with individual salespeople
2. Provide sales skills training & conduct effective sales meetings
3. Build a sales team & succeed with large-order opportunities
4. Manage supplier relationships
5. Negotiate a win-win outcome & implement a course of action

### **Prescribed text**

William, J. Stanton., & Rosann, Spiro. ( 1999). *Management of a sales force* (12<sup>th</sup> ed.). Irwin: McGraw –Hill.

Michael, R. Carell., & Heavrin, Christina. *Negotiation essentials*. Pearson.

### **Reference Books**

1. Charles, M. Futrell. *Sales management teamwork, leadership and technology*. Thomson.
2. Cundiff. & Still. *Sales management – decision, strategy & cases*(5<sup>th</sup> ed.). PHI.
3. Mnookin, Peppet., & Tulumello. (2000). *Beyond einning: negotiating to create value in deals and disputes*. Harvard University Press.
4. Raiffa. (1982). *The art and science of negotiation*. Harvard University Press.
5. Roger, J.Volkema. (2008). *Negotiation tool kit*. PHI.
6. Thompson. (2001). *The mind and heart of the negotiator*. Prentice-Hall.

### **External Expert**

Mr. S G Rajashekar  
Vice President(Ex)  
Kean India, Bangalore

## **MBA 322 Marketing Analytics**

**2 Credits**

### Description

In today's competitive environment, the consumer occupies a predominant position in the eyes of a marketer or business organization. The preferences and predilections of the consumers, and their behaviour and choices are needed to be carefully analyzed as; ultimately, their purchase preferences will increase the market share of the company, maximize its profit and enhance sustainability. Organizations are using analytics strategically to make better decisions and improve customer and shareholder value. The past decade has seen remarkable growth in analytics among business organizations. The same goes for impact of analytics in solving marketing related business problems. Core topics in marketing analytics like statistics, data analysis and information and decision support systems have been a part of business education for long. But they are presented in separate and independent courses with little topical integration. This course is designed to present the emerging discipline of analytics in a unified fashion for potential application in problems related to marketing like forecasting, segmentation, classification using data analysis software applications Excel and PASW (SPSS).

### Learning Objectives

The course is developed with an objective of introducing spread sheet based solution approach to business problems integrating concepts in statistics, data analysis, information systems and decision support system areas. Specifically, the course objectives are as follows:

- To help participants understand the importance and need for marketing analytics.
- To provide exposure to spread sheet modelling and best practices of an appropriate spread sheet model.
- To provide exposure to the use of PASW (SPSS) application for data input, coding, preparation, cleaning and analysis for marketing related applications.
- To introduce and understand the application of analytics methods – descriptive, predictive and prescriptive analytics models for solution to marketing problems.

### **Unit I Introduction to Marketing Analytics**

**(2 Hrs)**

Level of knowledge: Conceptual

Introduction to Marketing Analytics. Evolution and Scope of Analytics. Data for Marketing Analytics. Decision Models – Descriptive, Predictive and Prescriptive Models. Problem Solving and Decision making process.

**Unit II Analytics on Spread sheets (3 Hrs)**

Level of knowledge: Working Knowledge and Application

Basic Excel skills. Using Excel functions and developing Spread Sheet Models. Art of developing Spread sheet models – Guidelines to develop an adequate spread sheet model. Debugging a spread sheet model.

**Unit III Data Management, Preparation and Descriptive Analytics using PASW (SPSS) Application (6 Hrs)**

Level of knowledge: Application

Introduction to PASW application. Data input, coding, recoding and data reshaping in PASW. Split file, Group, Subset, merge file options and descriptive statistics using PASW. Descriptive Analytics using PASW. Visualization, exploration and extracting data summary statistics and their interpretation. Important parametric and non-parametric tests for single, two and multiple group comparison.

**Unit IV Predictive Analytics Methods in Marketing (8 Hrs)**

Level of knowledge: Working Knowledge

Forecasting techniques – Statistical forecasting techniques. Decomposition model – Estimation of trend, seasonality and cyclical components. Regression based forecasting with trend and seasonality components. Smoothing models for forecasting – moving average, exponential smoothing methods for stationary and non-stationary time series. The practice of forecasting. Excel and PASW application for business forecasting.

Regression Modelling – fitting, model fit measures, hypothesis testing, prediction and validating model assumptions by residual analysis. Regression model building – Stepwise, forward selection, backward elimination and optimum subset methods. Regression models with categorical predictor variables. Regression analysis and modelling with PASW.

**Unit V Customer Segmentation and Classification Methods (6 Hrs)**

Level of knowledge: Working Knowledge

Analytics for Segmentation – Introduction to Cluster analysis multivariate method. Estimation, Model performance and validation of assumptions for Cluster analysis. Cluster analysis using PASW. Interpretation of PASW results.

Analytics methods for Classification – Introduction to Logistic regression and Discriminant analysis models. Assumptions, estimation, model performance and model building for logistic regression and discriminant analysis models. Logistic regression and discriminant analysis using PASW. Interpretation of PASW results.



**Unit VI Decision Analysis**

**(5 Hrs)**

Level of knowledge: Conceptual and Working knowledge

Decision making with uncertain information. Decision strategies for a minimize objective. Decision strategies for a maximize objective. Risk and variability. Expected value strategy. Decision Tress. Building a decision tree using Excel Tree plan add in. Decision Tree and Monte Carlo simulation. Decision trees and risk. Sensitivity analysis in Decision trees. Value of information. Baye's Rule. Utility and Decision making.

**[Total: 30 Hours]**

**Skill Development**

1. Using Excel spread sheets and developing Excel Spread Sheet based solution in all the Units of the course.
2. Exposure to use of PASW (SPSS) software for data input, preparation, summary and analysis of data for marketing decisions.
3. Case Studies requiring students to build spread sheet models and apply statistical methods using PASW to provide solutions to marketing problems.

**Prescribed Text book(s):**

1. Rao, P. H. (2011). *Predictive modeling for strategic marketing*. New Delhi. Prentice Hall India

**References:**

1. Albright, C. S., Winston, Wayne. L., & Zappe, C. J. (2009). *Decision making using microsoft excel* (India ed.). Cengage Learning.
2. Evans, J.R. (2012). *Business analytics methods, models and decisions*. New Jersey: Pearson, Upper Saddle River.

**External Expert**

Puneet Mishra,  
Senior analyst  
[myntra.com](http://myntra.com)

# **CURRICULUM**

## **YEAR - II**

### **Trimester – IV**

#### **CORE**

## **MBA 431 Strategic Management**

**2 Credits**

### Description

This paper is offered as a main course in the fourth trimester. The course gives participants a General Management perspective and facilitates understanding of the concept of strategy, strategic process and its impact on functional, divisional and corporate levels.

### Learning Objectives

- To enable the students acquire an understanding of the concept and meaning of strategy, its development and implementation.
- To give the students an insight on strategy at different levels of an organization.
- To help students understand the strategic drive in multinational firms and their decisions in different markets.
- To enable the students to gain knowledge of strategy implementation and the control measures for effective decision-making.

### **Unit I Introduction and Overview of Strategic Management**

**(6 Hrs)**

#### *Level of knowledge: Conceptual*

Nature and Scope - Definitions of various strategic terms – Strategy, Corporate Strategy, Business Strategy, Operational Strategy Competitive Advantage and generic building blocks, Sustainable Competitive Advantage, Resources, Capabilities,

Resource Based View of the Organization, core competency, distinctive competency, Mission, Visions, Goals, Objectives, Business Model

Strategy Making Process: cursory concepts

### **Unit II Strategic Analysis - external and internal factors impacting the organization**

**(6 Hrs)**

#### *Level of Knowledge: Conceptual and working knowledge*

External Analysis: Strategic Groups, Competitor Analysis: Porter's FFF,EFE (External Factor Analysis) Industry Life Cycle, PESTLED,CPM Matrix (Competitive Profile) Matrix

Internal Analysis: Value Chain Concept and Analysis, IFE (Internal Factor Evaluation) Matrix

SWOT, TOWS matrix, SPACE matrix

**Unit III Strategies – Corporate, Business Strategies**

**(12 Hrs)**

*Level of knowledge: Conceptual*

Business Level Strategy-Part 1: Competitive positioning and the business model, Competitive positioning and business-level strategy, Competitive positioning: Generic business level strategies, Dynamics of competitive positioning: Strategic Groups included

Business Level Strategy-Part 2: Strategies in fragmented, embryonic, growth industries, Navigating through life cycle to maturity, Strategy in mature and declining industries, Game Theory

Corporate-level Strategy: Horizontal and Vertical Integration, Cooperative Relationships, Strategic Outsourcing, Related and Unrelated Diversification

Strategy in the Global Environment: Porter’s Diamond, Profitability and profit growth through global expansion, Cost reduction and local responsiveness pressures, choosing a global strategy, Basic entry decisions, Global strategic alliances, Mergers & Acquisitions

Strategic Change and Turnaround Strategy: Change Management, Turnaround Strategy,

**Unit IV Strategic Implementation and Control**

**(6 Hrs)**

*Level of Knowledge: Conceptual*

Implementing Strategy through Organisational Design: Controls, Structure, Culture; Building Distinctive Competencies at the functional level

Implementing strategy in companies operating in single industry, across industries and countries

Strategic Audit; Strategy Review, Evaluation and Control – Balanced Score Card

**[Total: 30 Hours]**

**Skill Development**

1. Group presentations on various topics related to Strategic management that is related to business models, companies, industries and countries.
2. Simulation by enParadigm and Harvard Business School Online Simulations
3. Case analyses
4. Class room discussions

**Prescribed Textbooks**

1. Hill, Charles W. L. and Jones, G. R. (2012). *Strategic Management Theory: An integrated approach* (10th ed.). Cengage Learning.
2. Haberberg, Adrian and Rieple, A. (2007). *Strategic Management: Theory & Application*. Oxford University Press.

## References

1. David, Fred.R . (2010). *Strategic management: concepts* (13th ed.). Prentice Hall.
2. Hitt, Michael. A., Hoskisson, Robert. E. , Ireland, R. Duane., & Manikuttu, S. (2012). *Strategic management*. Cengage Learning.
3. Thompson, A. A. & S. (2003). *Strategic management: concepts and cases* (13th ed.). McGraw- Hill.
4. Hunger, J. David., & Wheelen, T. L. (2000). *Strategic management* (7th ed.). Prentice Hall.
5. Jauch, Lawrence. R., & Glueck, W. F. (1989). *Strategic management and business policy* (3<sup>rd</sup> ed.). McGraw-Hill Education.
6. Johnson. (2008). *Exploring corporate strategy: text and cases* (7th ed.). Pearson Education India.
7. Pearce, John. A., & Robinson, R. B. (1988). *Strategic management: strategy formulation and implementation*. Irwin Publications.
8. Srinivasan, R. (2008). *Strategic management: The Indian Context* (3<sup>rd</sup> ed.). PHI Learning.

## External Experts

- |  |  |
|--|--|
| 1. Dr. Viswanath N.S.<br>Director<br>Bhavan Marshall Institute of Management<br>Race Course Road<br>Bangalore. | 2. Mr. Giri Narayanan<br>Director – HR<br>GE Power,<br>Bangalore |
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## **MBA 435 E-Businesses**

**2 Credits**

### Description

The subject enhances the level of practical knowledge about E-Business thereby helping students to appreciate the integral part played by electronic means of doing business. It prepares them to be able to implement digital technologies in business.

### Learning Objective

- To enable students to understand and implement digital technologies in business
- To be able to appreciate the role of e-payments, e-security, e-marketing, e-services
- To understand the basic aspects of cyber laws
- To appreciate the obstacles in implementation of digital technology with its impact on business, society and individuals
- To understand e-business implementation through an awareness of SAP ERP

### **Unit I Introduction (5 Hrs)**

Introduction to E- Business, advantages and limitations of E-Business, Difference between E-Business and E-Commerce, Value chains and managerial implications of E- Business

### **Unit II Enabling Technologies (3 Hrs)**

The Internet and the worldwide web, the Internet Protocol Suite, Internet architecture overview, Internet service providers, Enabling technologies of the worldwide web

### **Unit III E-Payments & E-Security (4 Hrs)**

Electronic payment systems and the issues involved, Security issues and Cryptography

### **Unit IV EDI and Mobile Commerce (5 Hrs)**

Inter-organizational Commerce and EDI, EDI implementation, VANs, Mobile Commerce and its applications

### **Unit V Major Business Applications (3 Hrs)**

E-CRM, E-SCM

**Unit VI E-Marketing and Online Services (4 Hrs)**

Consumer oriented Electronic Commerce, Advertising and Marketing on the Internet, E-mail marketing, E-services

**Unit VII Launching E-Business (3 Hrs)**

E-Strategy, Web based B2B E-Commerce, Intranets and Extranets, Launching an E-business, Role of Search Engines

**Unit VIII Legal & Ethical Issues (3 Hrs)**

Legal and ethical issues, legal infrastructure for E-Commerce in India (The Information Technology Act, 2000)

**[Total: 30 Hours]**

**Skill Development**

1. Group presentations on selected topics after ascertaining the market situation
2. Class exercises
3. Class discussions on assigned topics
4. Case studies
5. Video/ audio training

**Prescribed Text**

- Kalakota Ravi B and Whinston Andrew B., *Latest, Frontiers of Electronic Commerce*. USA: Addison Wesley Publications.

**References**

1. Laudon, Kenneth. C., & Traver, Carol. Guercio. *E-commerce- business. technology society* (4<sup>th</sup> ed.). India: Pearson Education.
2. P T Joseph S J, *E-Commerce: An Indian Perspective*. Fourth Edn, India: Prentice -Hall Of India Pvt. Ltd. Publications.
3. Schneider Gary P., *Electronic Commerce*. Fifth Edn, USA: Thomson - Course Technology Publications.
4. Bhasker Bharat, *Electronic Commerce Framework. Technologies and Applications*. Third Edition, India: Tata McGraw Hill Co. Ltd. Publications.
5. Schneir Bruce and Ferguson Neils., *Practical Cryptography*. Wiley-Dreamtech India Private Ltd. Publications.
6. Awad Elias M., *Electronic Commerce”, From Vision to Fulfillment*. PHI Publications.
7. Rayport Jeffrey F and Jawoski Bernard J., *Introduction to E-Commerce*.

**External Experts**

Prof. Shivanadam. T.S.  
Director, M/S Triveni Consultant,  
Member PMI of India, Bangalore.

# **CURRICULUM**

**YEAR - II**

**Trimester – IV**

**FINANCE**



## **MBA 402 Taxation for Managers**

**2 Credits**

### Description

To provide a working level knowledge of the Fiscal policies of India, Income Tax Act 1961, Central Excise, Central Custom provisions, Service Tax, VAT, GST and their impact on managerial decisions in actual practice.

### Learning Objectives

- To develop an understanding of taxation and the principles and concepts underlying them;
- To create an awareness of the importance and usefulness of the direct and indirect tax planning from Managers' perspective;
- To lay foundation for developing the skills to undertake necessary planning within the ambit of Indian Tax laws particularly Income Tax Act 1961 and the laws governing Indirect taxation;
- To understand complicated taxation provision through case study.

### **Unit I Provisions Of Income Tax Act 1961, Planning And Fiscal Policies**

**(6 Hrs)**

Level of Knowledge- Working Knowledge

Basic Concepts of Fiscal Policies & Definitions, Residential Status & Tax Incidence, Income from Salary, Income from House Property & Tax Planning

### **Unit II Profit From Business Or Profession & Planning**

**(8 Hrs)**

Level of Knowledge- Working Knowledge

Profit from Business or Profession, Capital Gains & Planning, Income from other sources & Tax Planning, How to plan for Clubbing provisions, Tax Planning through Carry Forward & Set off of Losses and Deductions from Total Income.

### **Unit III Tax Planning In Special Areas**

**(4 Hrs)**

Level of Knowledge- Working Knowledge

Tax Planning through Amalgamation & Merger, Holding & Subsidiary Company, Capital Structure, Minimum Alternative Tax and its compliance and planning and other aspects of Tax Planning and Compliance.

**Unit IV Tax Planning With Respect To Managerial Decisions (4 Hrs)**

Level of Knowledge- Working Knowledge

Dividend distribution, Bonus Share issues, Purchase of asset out of own fund or from borrowed fund, Own vs. Lease, Installment vs. Hire purchase Foreign collaboration, Joint Ventures and Tax Planning, NRI's and Tax Planning, Implications of Avoidance of Double Taxation Agreements and Transfer Pricing and Proposed GAAR.

**Unit V Provisions Of Central Excise, Customs, Service Tax, Vat And Gst (8 Hrs)**

Level of Knowledge- Working Knowledge

Law relating to Central Excise, Customs, Service Tax, VAT and related rules, procedures, compliance and proposed GST.

**[Total 30 Hours]**

**Skill Development**

1. Lecture and Discussion
2. Classroom Case discussion and analysis
3. Presentation by students in Group
4. Class exercise and Tests
5. Individual/ Group Assignments.

**Prescribed Texts**

1. Manoharan, T. (2013). Direct Tax Law, Taxman Publication, New Delhi
2. Daity, V. (2013). Indirect Tax law, Taxman Publication, New Delhi

**References**

1. Ahuja, G., & Gupta, R. (2013). Direct taxes: law and practice. New Delhi: Bharat law House.
2. Kanga, J., & Palkhivala. (2013). Income tax bombay. 1-3, N-M. Tripathi, Mumbai
3. Singhania, V. (2013). Direct taxes: law and practice. New Delhi: Taxman Publication.
4. Manuptralaw.com & Incometax.gov.in
5. ITR reported cases, HBR cases on Taxation
6. Course Material

### **External Experts**

1. Prof. Chaudhari Prasad  
TAPMI, Manipal
2. CA Deepika R Gupta FCA  
IIM Bangalore
3. CA Vishwash Panjiar FCA  
Senior Manager  
Grant Thornton
4. Dr. Rajesh Kumar PhD  
Visiting Faculty- Taxation  
ICAI, Bangalore Chapter

## **MBA403 International Financial Management**

**2 credits**

### Description

To provide students with a conceptual framework of how financial decisions are undertaken in a multinational company and to familiarize students with unique economic factors that challenge a financial manager in the international context.

### Pedagogy

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations .

### **Unit I Introduction to International Financial Management (6 Hrs)**

#### *Level of Knowledge: Working*

The environment – the nature of international risk exposure – International Monetary system - determination of exchange rates — Balance of payments- – Interest parity – international fisher effect

### **Unit II Foreign Exchange Market (6 Hrs)**

#### *Level of Knowledge: Conceptual and Working*

Functions – Participants - currency derivatives – Forwards – Swaps – Currency futures and Options – Interest rate futures – speculation

### **Unit III Foreign Exchange Risk Management (6 Hrs)**

#### *Level of Knowledge: Conceptual*

Measuring and managing accounting exposure – transaction exposure – translation exposure – Hedging – measuring and managing economic exposure - managing operating exposure – managing interest rate exposure

### **Unit IV Managing Multinational Operations (4 Hrs)**

#### *Level of Knowledge: Working*

Multinational taxation- inter-company fund flow - Multinational working capital Management- Foreign Trade - Short-term financing - Financing the global firm – global cost of capital and financial structure – Equity and debt financing through global markets.

**Unit V Foreign Investments**

**(4 Hrs)**

*Level of Knowledge: Working*

Decision – corporate strategy – International portfolio diversification - foreign direct investment - multinational capital budgeting – international project appraisal - political risk and country risk analysis.

**Unit VI An Overview of Foreign Trade and Foreign Exchange**

**(4 Hrs)**

*Level of Knowledge - Working*

Meaning-types-financing of foreign trade-banks and institutional finance- export and import- financing and Documents- letter of credit-types-foreign exchange and foreign exchange markets-players and dealers in foreign exchange-volume and dynamics of foreign exchange.

Management of foreign exchange instruments - money market and capital market –Exchange rate arrangement in India- foreign trade contracts: terms and documentation- managing of foreign exchange reserves-an outline of FEMA and foreign exchange management in India.

**[Total 30 Hours]**

**References**

1. Eietemanetal David K., *Multinational Business Finance*. Pearson Education.
2. Vij Madhu.,(2006). *International Financial Management*. New Delhi: Excel Books.
3. Madura Jeff., *International Financial Management*. South – Western Thomson Learning.
4. Apte Prakash G., *Global Business Finance*. Tata McGraw – Hill.
5. Eun /Resnick., *International financial management*. 2<sup>nd</sup> Edition, Tata McGraw–HILL.
6. Bharadwaj H.P., (1994). *Foreign exchange handbook*. Wheeler Publishing.
7. Sharan Vyuptakesh., (2009). *International Financial Management*. New Delhi: PHI Learning Pvt Ltd Publications.
8. Apte P G., (2008). *International Financial Management*. New Delhi: Tata McGraw Hills Publications.
9. Shapiro Alan C., (2008). *Multinational Financial Management*. New Delhi: Wiley India Pvt Ltd.



## **MBA 465 Management of Financial Services**

**2 Credits**

### Description

This course is offered as a finance elective in the MBA programme. It familiarizes the students about the Indian Financial System. Within the financial system, the focus of study would be the financial products, financial institutions and the money and capital markets.

### Learning Objectives

- To provide knowledge to the students about Indian Financial System, including the major financing institutions apart from Banks, financial products and money and capital markets functioning.

### **Unit I Overview of Indian Financial System and Services (2 Hrs)**

*Level of Knowledge: Working knowledge*

Financial system – An overview, Indian financial system, Global financial system, Financial services – An overview

### **Unit II Money Markets (4 Hrs)**

*Level of Knowledge: Working Knowledge*

Role and responsibilities of RBI with respect to money market, RBI monetary policy and its relevance to money market.

Money market, Call money market, Commercial paper market, Commercial bill market, Certificate of deposit (CD), Treasury bills, Govt. Securities market

### **Unit III Capital Markets – Primary Market\_ (5 Hrs)**

*Level of Knowledge: Conceptual and Working*

Capital markets – An overview, Capital market instruments, Capital market reforms, New issues market – A Conceptual framework, New issues market – An evaluation, Prospectus, Global depository receipts

### **Unit IV Capital Markets - Secondary (5 Hrs)**

*Level of Knowledge : Conceptual and Working*

Stock exchange – An overview, Stock exchange trading, Stock exchange – Regulatory framework, Indian stock exchanges – A Profile, Insider trading, listing, Delisting, SEBI – Functions and Working, Restructuring of Indian stock exchanges – Major issues

**Unit V Financial Institutions**

**(6 Hrs)**

*Level of Knowledge: Conceptual and Working*

Clearing Corporation of India Limited (CCIL), Credit Information Bureau of India Limited (CIBIL), Discount and Finance House of India Limited (DFHI), Over-the-Counter Exchange of India Limited (OTCEI), National Securities Depository Limited (NSDL), National Housing Bank (NHB), Export Import Bank of India (EXIM)

**Unit VI Financial Services**

**(8 Hrs)**

*Level of Knowledge: Conceptual and Working*

Credit rating, Hire purchase finance, Factoring and Forfaiting, Leasing- An overview, Lease evaluation, Mutual funds, Securitization, Venture capital and Private equity funds

**[Total 30 Hours]**

**Skill Development**

1. Understanding and follow up of day-to-day developments in the area of Financial Services Industry.
2. Familiarization of financial system including products.

**Prescribed Text**

1. Dr. Gurusamy, S. *Financial markets and institutions* ( 2<sup>nd</sup> ed.). Tata McGraw Hill.
2. Dr. Gurusamy, S. *Indian financial system*. Tata McGraw Hill.

**References**

1. Khan, M.Y. (2011) *Financial services* (5<sup>th</sup> ed.). New Delhi: Tata McGraw Hill Publications.
2. Bhalla, V.K. (2010) *Management of financial services* (1<sup>st</sup> ed.). New Delhi: Anmol Publications Pvt. Ltd.
3. Srivastava, R.M. (2010) *Financial management*. Mumbai: Himalaya Publishing.
4. Bhole, L.M. (2008) *Financial institution and markets* (3<sup>rd</sup> ed.). New Delhi: Tata McGraw Hill Publications.



## **MBA471 Project Appraisal and Finance**

**2 credits**

### Description

This course is designed to provide exposure on how a project deal can be organized from Industrial, Legal and Financial standpoints and the alternatives for funding it.

### Learning Objectives

- To familiarize students with issues related to the design, organization, and funding of complex projects.

### **Unit I Introduction to the Theory and Practice of Project Finance (2 Hrs)**

*Level of knowledge: Conceptual and basic*

Meaning of the term project finance; why project finance is used by sponsoring firms; Main categories of project sponsors; Basic terminology of project finance; Theory of project finance.

### **Unit II The market for project finance: Applications and sectors (2 Hrs)**

*Level of knowledge: Conceptual and basic*

Evolution of project finance and market segments; The global project finance market; The domestic project finance market.

### **Unit III Project Characteristics, Risk Analysis and Risk Management (4 Hrs)**

*Level of knowledge: Conceptual and working*

Identifying project risks; Risk allocation with contracts stipulated by the SPV; Summary of the Risk management process.

### **Unit IV The Role of Advisors In A Project Finance Deal (4 Hrs)**

*Level of knowledge: Working*

The role of Legal advisors in project finance deals; The role of Independent Engineer in project finance deals; Role of Insurance Advisors and Insurance Companies in project finance deals.

### **Unit V Valuing the Project and Project Cash Flow Analysis (6 Hrs)**

*Level of knowledge: Conceptual and working*

Analysis of operating cash flows and their behavior in different project life-cycle phases; Defining the optimal capital structure for the deal; Financial viability and the Cover ratios used to measure it; Sensitivity Analysis and Scenario Analysis.

**Unit VI Financing the Deal (4 Hrs)**

*Level of knowledge: Working*

Financial intermediaries involved in project finance; Funding options: Equity; Mezzanine financing, Subordinated debt and Senior debt; Project leasing; Project bonds.

**Unit VII Legal Aspects of Project Finance (4 Hrs)**

*Level of knowledge: Conceptual and working*

Special characteristics of a project company; Contract structure of the deal.

**Unit VIII The Basel Capital Accord (4 Hrs)**

*Level of knowledge: Conceptual*

The Basel committee's position on Structured finance transactions (Specialized lending - SL); Basel committee's position on risk relating to SL

**[Total 30 Hours]**

**Skill Development**

1. Practical understanding of issues related to funding large projects
2. Solving Case studies
3. Understanding the various implications of large on-going projects.

**Prescribed Text**

1. Stefano, Gatti. (2008). *Project finance in theory and practice – Designing structuring and financing private and public projects*. Edition (Indian) Academic, Press - An imprint of Elsevier.

**References**

1. Fabozzi, F., & Nevitt, P.K. (2006). *Project financing* (7<sup>th</sup> ed.). London: Euromoney.
2. Yescombe, E.R. (2002). *Principles of project finance*. San Diego, CA: Academic Press.
3. Scott, H. (2007). *The law and business of international project finance* (3<sup>rd</sup> ed.). Cambridge Univ. Press.
4. Sarda Govind Prakashan, D.P. *Handbook on project appraisal and follow-up - A practical guide*.
5. Prasanna, Chandra. *Projects - planning, analysis, selection, financing, implementation and review – CFM -TMH Professional series in finance*.

# **CURRICULUM**

## **YEAR - II**

### **Trimester – IV**

## **GENERAL MANAGEMENT**

## **MBA 411 Business Analysis – I**

**2 Credits**

### Description

The purpose of this course is to equip students on how to identify the need for change in organizations, articulate the solution that will deliver the change and define a business case justifying the investment needed to implement the change.

### Learning Objectives

- To understand that any solution should address the ROOT CAUSE of the perceived problems, and learn the techniques to uncover root causes
- To realize that not every problem is WORTH SOLVING, and how to determine the problems worthy of solutions
- To understand why the ability to FACILITATE is important for a BA and learn the best practices/art of facilitating meetings and requirements workshops
- To PRIORITIZE initiatives, because not everything can be done at the same time
- To identify and manage the IMPACT OF CHANGE on people
- To identify capabilities desired to meet objectives by performing GAP ANALYSIS
- To determine the BEST APPROACH to solve the problem
- To develop a BUSINESS CASE

### **Unit I Introduction to Business Analysis**

**(2 Hrs)**

#### *Level of Knowledge: Conceptual*

- What is Business Analysis?
- Business Analysis Life Cycle
- Introduction to IIBA® and the BABOK®
- Six Step approach to Enterprise Analysis

### **Unit II Understanding Business Problem and/or Opportunity**

**(6 Hrs)**

#### *Level of Knowledge: Conceptual, Case Study and Analytical*

- Business domain & situation understanding
- Performing Benchmarking and Document Analysis
- Fundamentals of Facilitation and Elicitation
- Understanding Root Cause Analysis & Mind Mapping
- Determining Actionable Causes

**Unit III Define Business Need (5 Hrs)**

*Level of Knowledge: Analytical and Case Study*

- Determining Pursuable Causes from Actionable Causes
- Using Pareto Analysis & other Techniques
- Documenting Business Requirements
- Prioritizing Business Requirements
- Articulating the Problem Statement

**Unit IV Stakeholder Analysis (4 Hrs)**

*Level of Knowledge: Conceptual and Case Study*

- Defining Stakeholder
- Understanding Stakeholder Role and Groups
- Identifying Stakeholders (the Onion Diagram approach)
- Determining Stakeholder Interest and Influence
- Drawing a Stakeholder Map
- Determining Stakeholder Collaboration approach

**Unit V Desired Capability (4 Hrs)**

*Level of Knowledge: Conceptual and Case Study*

- Defining Capability
- 3 step approach to determining desired capabilities

**Unit VI Solution Approach (4 Hrs)**

*Level of Knowledge: Conceptual, Analytical and Case Study*

- Solution Approach & Solution: Compare & Contrast
- 3 Steps to identify solution approach
- Feasibility Analysis

**Unit VII Business Case (5 Hrs)**

*Level of Knowledge: Conceptual, Analytical and Case Study*

- Business Case Fundamentals
- Cost Benefit Analysis
- Risks and Dependencies
- Business Case Presentation

**[Total : 30 Hours]**

### **Skill Development**

1. Facilitation and meeting management skills
2. Problem solving skills
3. Stakeholder management skills

### **Prescribed Text**

1. IIBA® 2009. A Guide to the Business Analysis Body of Knowledge® Version 2.0 (BABOK® Guide, Version 2.0)

### **References**

- Hull, Jackson., & Dick. Requirements engineering. Springer.

### **External Experts**

- |  |  |
|--|--|
| 1. Dr. Viswanath N.S.<br>Director<br>Bhavan Marshall Institute of Management<br>Race Course Road<br>Bangalore. | 2. Mr. Giri Narayanan<br>Director – HR<br>GE Power,<br>Bangalore |
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## **MBA 412 Negotiation**

**2 Credits**

### Description

Negotiation is one of the key aspects of success in today's business environment. At all point of time managerial success requires agreement and collaboration with other people. This is certainly true for transactions between organizations and customers, and between investors and start-up companies.

This course is aimed at enabling students to become more effective negotiator. Effectiveness requires many aspects, including:

### Learning Objectives

- The ability to create value and execute deals that others might overlook;
- The strategic skill and competencies needed for success.
- The ability to avoid common mistakes made by negotiators;
- The ability to work with people whose backgrounds, expectations, and values differ from your own; and
- The capacity to reflect and learn from your experience.

### Pedagogy

This course differs from the rest of the curriculum in some important respects. The focus of the course is a set of interactive exercises and simulations topped - up with lectures and templates.

### **Unit I Understanding Negotiation**

**(5 Hrs)**

What is negotiation, Rules of negotiation, behaviors of successful negotiators, Negotiation styles. Negotiation with different types of people.  
Win-Win, Lose-lose : understanding negotiation outcomes

### **Unit II The Negotiation process**

**(5 Hrs)**

Various stages of the negotiation process. Minimum acceptance & probing for inconsistencies.

### **Unit III Negotiation tactics & counter measures**

**(10 Hrs)**

Common negotiation tactics, dealing with tough negotiators. Deadlocks, standstills & concessions. Recognise, organize & rank concessions.  
Tricks, traps & tactics : What to be aware of.

**Unit IV Negotiation action planning**

**(10 Hrs)**

Setting the stage : When & where to negotiate. Negotiation simulation  
*Cross cultural negotiations & Negotiation ethics*

**[Total: 30 Hours]**

**References**

1. Mnookin, Peppet., & Tulumello. (2010). *Beyond winning: negotiating to create value in deals and disputes* (1<sup>st</sup> ed.). Hyderabad: Harvard University Press.
2. Raiffa, Howard. (1985). *The art and science of negotiation*. (2<sup>nd</sup> ed.). London: Harvard University Press.
3. Thompson, L. L. (2009). *The mind and heart of the negotiator*. (4<sup>th</sup> ed.). Noida: Pearson Education Limited.
4. Ury, W. (2010). *Getting past no- negotiating with difficult people*, (2<sup>nd</sup> ed.). London: Random House U.K. Limited.
- Volkema, Roger. J. (2008). *Negotiation tool kit*. (1<sup>st</sup> ed.). New Delhi. PHI.

**External Experts**

- |  |  |
|--|--|
| 1. Dr. Viswanath N.S.<br>Director<br>Bhavan Marshall Institute of Management<br>Race Course Road<br>Bangalore. | 2. Mr. Giri Narayanan<br>Director – HR<br>GE Power,<br>Bangalore |
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## **MBA 413 Management Science**

**2 Credits**

### Description

The subject of management mature science has evolved for more than 50 years and is now recognized as a field within the branch of applied mathematics. This course will emphasize both the applied and conceptual aspects of management science. The course will discuss many successful management science applications, where teams of highly trained people have implemented solutions to problems faced by many organizations resulting in significant savings and value addition. For example, many oil companies, airlines; automobile manufacturers can hardly operate as they do today without the support of management science. This course will introduce students the solution procedure to many realistic problems through spread sheet models which is at the heart of learning management science.

### Learning Objectives

The course is developed with an objective of introducing spread sheet modelling approach to formulate and apply various management science models formulated across finance, marketing, operations and human resource functions.

Specifically, the course objectives are as follows:

- To help participants understand the importance and need for management science
- To provide exposure to spread sheet modelling and best practices of an appropriate spread sheet model.
- To use to Excel Solver and Solve Table to extract optimal solution and perform sensitivity analysis in optimization models.
- To introduce and understand the application of contemporary management science models like LPP, Non linear Models, Goal Programming, AHP and Simulation Models for potential application across functions.

### **Unit I Introduction to Modelling and Spread Sheet Modelling (3 Hrs)**

Level of knowledge: Working Knowledge

Introduction to Management Science. Concept of mathematical models. Need for Management Science. Seven step modelling process. Basic Spread Sheet Modelling – Concepts and Best practices. Editing and Debugging spread sheet models. Designing, Building and Testing an Excel Work book.

**Unit II Introduction to Optimization Modelling (4 Hrs)**

Level of knowledge: Working Knowledge and Application

Introduction to Optimization models. Linear Programming Problem (LPP) model. Characteristics of LPP. Formulating LPP model and developing a spread sheet model for LPP and use of Excel solver. Solution and Sensitivity Analysis using Excel Solver and Solver Table - Advertising Models, Workforce Scheduling Models, Aggregate Planning models and Blending Models, Production Process Models, Financial Models. Introduction Performance Measurement Models using Data Envelopment Analysis (DEA).

**Unit III Network Optimization Models (4 Hrs)**

Level of knowledge: Application

Introduction to Network Optimization Models. Maximal flow, Minimum Cost and Shortest Route problems. Spread sheet model solution for – Transportation, Transshipment and Shortest path problems. Application of Network Optimization models in Finance, Distribution, Marketing and Operations.

**Unit IV Non linear Optimization Models (5 Hrs)**

Level of knowledge: Working Knowledge

Basic idea of non linear optimization models. Spread sheet model building and solution to non linear models and their application – Pricing Models, Advertising response and selection models, Facility location models, Portfolio Optimization models.

**Unit V Evolutionary Solver: an alternative Optimization Procedure (5 Hrs)**

Level of knowledge: Application

Introduction to Genetic algorithms. Introduction to Evolutionary Solver. Nonlinear pricing models. Combinatorial Models. Fitting an S shaped curve. Portfolio optimization, Cluster Analysis, Discriminant Analysis, Travelling Salesperson problem.

**Unit VI Multi Objective Decision making (5 Hrs)**

Level of knowledge: Working Knowledge

Introduction to Multi Objective Decision Making. Goal Programming. Pareto Optimality and Trade off curves. Analytic Hierarchy Process (AHP). Spread sheet models for Goal Programming, Pareto Optimality and AHP.

## **Unit VII Introduction to Simulation Modelling**

**(4 Hrs)**

Level of knowledge: Application

Introduction to Simulation. Steps in Simulation Process. Examples of real applications of Simulation. Monte Carlo Simulation. Probability Distributions for input variables. Simulation with built in Excel tools. Introduction to @RISK. Effect of input distribution in results. Simulation model applications in Operations, Finance and Marketing functions. Using Oracle Crystal Ball for Monte Carlo Simulation.

**[Total: 30 Hours]**

### **Skill Development**

1. Developing Excel Spread Sheet Models in all the Units of the course.
2. Formulation, Developing, Debugging, Solution and Sensitivity Analysis of Management Science models using Excel Solver, Solver Table, Evolutionary Solver, @RISK and Oracle Crystal Ball for Monte Carlo Simulation.
3. Case Studies requiring students to build spread models and provide solutions to business problems relevant finance, marketing, operations and human resources.

### **Prescribed Text Book**

Albright Christian.S and Winston Wayne. L., (2009). *Management Science-Modelling with Spread Sheets* (4<sup>th</sup> ed.). Place of Publication: New Delhi. Cengage Learning.

### **References**

1. Anderson, David. R., Sweeney, Dennis. J., & Williams, Thomas. A. (2011). *Introduction to management science – quantitative approaches to decision making* (13<sup>th</sup> ed.). New Delhi: Cengage Learning.
2. Albright , C. S., Winston, Wayne. L., & Zappe, C. J. (2009). *Decision making using microsoft excel* ( 3<sup>rd</sup> ed.). New Delhi: Cengage Learning.
3. Powell , Stephen. G., & Baker, Kenneth. R . (2009). *Management science – the art of modelling with spread sheets*, (3<sup>rd</sup> ed.). Mumbai: Wiley India

### **External Experts**

- |  |  |
|--|--|
| 1. Dr. Viswanath N.S.<br>Director<br>Bhavan Marshall Institute of Management<br>Race Course Road<br>Bangalore. | 2. Mr. Giri Narayanan<br>Director – HR<br>GE Power,<br>Bangalore |
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## **MBA 414 Business Analytics**

**2 Credits**

### Description

Organizations are using analytics strategically to make better decisions and improve customer and shareholder value. The past decade has seen remarkable growth in analytics among business organizations. Core topics in business analytics like statistics, data analysis and information and decision support systems have been a part of business education for long but presented in separate and independent courses with little topical integration. This course is designed to present the emerging discipline of business analytics in a unified fashion consistent with the contemporary definition of the field

### Learning Objectives

The course is developed with an objective of introducing spread sheet based solution approach to business problems integrating concepts in statistics, data analysis, information systems and decision support system areas. Specifically, the course objectives are as follows:

- To help participants understand the importance and need for business analytics.
- To provide exposure to spread sheet modelling and best practices of an appropriate spread sheet model.
- To use Data analysis, Solver, Solver table, Risk Solver platform excel add in for various applications as a part of solution to business problems.
- To introduce and understand the application of business analytics methods – descriptive, predictive and prescriptive analytics models for solution to business problems in finance, operations, marketing and human resources.

### **Unit I Introduction to Business Analytics**

**(2 hours)**

*Level of knowledge: Conceptual*

Introduction to Business Analytics (BA). Evolution and Scope of Business Analytics. Data for Business Analytics. Decision Models – Descriptive, Predictive and Prescriptive Models. Problem Solving and Decision making process.

### **Unit II Analytics on Spread sheets**

**(3 hours)**

*Level of knowledge: Working Knowledge and Application*

Basic Excel skills. Using Excel functions and developing Spread Sheet Models. Art of developing Spread sheet models – Guidelines to develop an adequate spread sheet model. Debugging a spread sheet model.

### **Unit III Descriptive Analytics**

**(7 hours)**

*Level of knowledge: Application*

Visualizing and Exploring Data. Descriptive measures to summarize the data. Application of Excel Descriptive statistics tool. Probability distributions and Data

modeling. Sampling and Inferential statistical methods. Using Excel Data Analysis add in for estimation and hypothesis testing.

**Unit IV Predictive Analytics Methods**

**(8 hours)**

*Level of knowledge: Working Knowledge*

Predictive Modeling and Analysis. Logic and data driven modelling. Analyzing uncertainty and model assumptions – What if analysis, Data tables, Scenario manager and Goal Seek. Model Analysis using Risk Solver platform – Parametric sensitivity analysis and Tornado charts.

Regression Analysis – fitting, model fit measures, hypothesis testing, prediction and validating model assumptions by residual analysis. Regression model building – Stepwise, forward selection, backward elimination and optimum sub set methods. Regression models with categorical predictor variables. Regression model with non linear terms.

Forecasting techniques – Statistical forecasting techniques. Decomposition model – Estimation of trend, seasonality and cyclical components. Regression based forecasting with trend and seasonality components. Smoothing models for forecasting – moving average, exponential smoothing methods for stationary and non-stationary time series. The practice of forecasting.

**Unit V Simulation, Risk Analysis and Data Mining**

**(6 hours)**

*Level of knowledge: Working Knowledge*

Simulation and Risk Analysis – Monte Carlo simulation with Risk Solver platform – Defining uncertain model inputs, running a simulation, interpretation of simulation results. Examples of simulation models – New Product Development, News Vendor Model, Overbooking Model and Cash Budget Model.

Introduction to Data Mining – Scope of Data Mining. Data exploration and reduction. Classification – Measuring classification performance. Using training and validation data. Classifying new data. Classification techniques – K nearest neighbour, Discriminant Analysis, Logistic regression.

**Unit VI Decision Analysis**

**(4 hours)**

*Level of knowledge: Application*

Decision making with uncertain information. Decision strategies for a minimize objective. Decision strategies for a maximize objective. Risk and variability. Expected value strategy. Decision Tress. Building a decision tree using Excel Tree plan add in. Decision Tree and Monte Carlo simulation. Decision trees and risk. Sensitivity analysis in Decision trees. Value of information. Baye’s Rule. Utility and Decision making.

### **Skill Development**

1. Using Excel spread sheets and developing Excel Spread Sheet based solution in all the Units of the course.
2. Use of Excel add in – Data Analysis, Solver, Solver Table, Tree Plan, Sensit and Risk Solver Platform.
3. Case Studies requiring students to build spread sheet models and provide solutions to business problems.

### **Prescribed Text Book:**

1. Evans J. R (2013). *Business Analytics Methods, Models and Decisions*. Pearson, Upper Saddle River, New Jersey.

### **References:**

1. Albright C. S., Winston Wayne L. and Zappe C. J (2009). *Decision Making Using Microsoft Excel (India Edition)*. Cengage Learning.

### **External Experts**

- |  |  |
|--|--|
| 1. Dr. Viswanath N.S.<br>Director<br>Bhavan Marshall Institute of Management<br>Race Course Road<br>Bangalore. | 2. Mr. Giri Narayanan<br>Director – HR<br>GE Power,<br>Bangalore |
|--|--|

## **MBA 415 Corporate Image Management**

**2 Credits**

### Description

This course aims to develop comprehensive knowledge of branding & public relations including identifying and reaching internal and external publics; dealing with print and electronic media; advertising, printing, direct mail; and preparing a branding & public relations plan and budget.

### Learning Objectives

- Understand the role of branding & public relations in the public and private sectors.
- Understand the distinction between public relations and advertising as well as between publicity/press agency.
- Evaluate and analyze the ethical and legal responsibilities of the PR

### **Unit I Brand Definition and Success**

**(4 Hrs)**

*Level of Knowledge: Conceptual and Basic*

Strategic Success and Pioneer advantage, Successful brands, Concept of Market re-definition, General Managementsuccess and Brand success

### **Unit II A strategic process for Building Integrated brands**

**(6 Hrs)**

Brand Vision, Brand Objectives. Choosing brand Elements, Designing & Implementing Branding Strategies

### **Unit III Public Relations: Definitions, Roles and Responsibilities**

**(8 Hrs)**

Define public relations, Identify the differences among advertising, publicity, press agency and PR. PR & its role in organizations.  
Examine the different publics of an organization

### **Unit IV Media Relations, Employee relations & Community relations**

**(6 Hrs)**

Dealing with the media. Identify the different types of news and information media whose communication affects organizations, and whose channels organizations use to communicate with their publics.  
Organizing news conferences

**Unit V Crisis Communication and the Planning Process**

**(6 Hrs)**

Differentiate between reactive and pro-active planning. Evaluate the process of crisis management in several recent major corporate crises. Develop a media strategy for a proposed crisis

**[Total: 30 Hours]**

**Skill Development**

1. Group presentations on various Branding initiatives from diverse business sector
2. Case studies
3. Presentations on Branding news updates

**Prescribed Text**

1. Lane Kevin Keller., (2006). *Strategic Brand Management*. Pearson education
2. Dennis L. Wilcox & Glen T. Cameron., (2012). *Public Relations: Strategies & Tactics*. Pearson education

**Reference Books**

1. Kapferer, Jean. Noel. (2007). *The new strategic brand management*. Kogan page
2. Richard, Elliott., & Larry, Percy. (2007). *Strategic brand management*. Oxford University press
3. Simon, A. David., Aaker, & Shcuster. *Building strong brands*
4. Gaetan T. Giannini Jr. (2012). *Marketing Public Relations*. Pearson education

**External Experts**

- |  |  |
|--|--|
| 1. Dr. Viswanath N.S.<br>Director<br>Bhavan Marshall Institute of Management<br>Race Course Road<br>Bangalore. | 2. Mr. Giri Narayanan<br>Director – HR<br>GE Power,<br>Bangalore |
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# **CURRICULUM**

**YEAR - II**

**Trimester – IV**

**HUMAN RESOURCE**

## **MBA421 Organizational Change and Development**

**2 Credits**

### Description

The course is offered as a human resource elective in the second year. This course introduces students to the social science techniques and change interventions used to improve organizational effectiveness and enhance the personal development of individuals. It focuses on the philosophy, history, and evolving approaches associated with organizational change and development, with special focus on initiating and managing change. Introduces methods used to identify organizational problems, understand the underlying causes for these problems, and collect information and data about the causes or problems, and present diagnostic results.

### Learning Objectives

- Recognize an improvement in your ability to synthesize, articulate, and disseminate information and knowledge concerning organizational change to others through dialogue and critique.
- Explain organizational change processes from multiple role perspectives
- To learn approaches and strategies for managing organizational change
- Describe and explain the steps involved to effectively manage organizational change in a variety of contexts and settings.
- Distinguish between different types and terminologies of organizational change.
- Identify the type and significance of various drivers of organizational change and identify the nature and significance of various impediments to organizational change
- To learn to diagnose organizations and design OD interventions
- To learn to evaluate the effectiveness of OD interventions.

### **Unit I Overview of Organization Development**

**(5 Hrs)**

*Level of Knowledge: Conceptual and Higher understanding*

Definition, history, evolution of OD. Theories of planned change, General Management model of planned change, types of planned change, critique of planned change, who is the OD practitioner? Professional OD, values and ethics

### **Unit II The Process of Organization Development (Part 1)**

**(4 Hrs)**

*Level of Knowledge: Conceptual, Higher understanding and application*

Entering and contracting, personal process issues in entering and contracting, Diagnosing organizations, open-systems model, organization-

level diagnosis, diagnosing groups and jobs – group level diagnosis, individual level diagnosis, collecting and analysing diagnostic information- diagnostic relationship, methods for collecting data, and techniques for analyzing data

**Unit III The Process of Organization Development (Part 2) (4 Hrs)**

*Level of Knowledge: Conceptual, Higher understanding and application*

Feeding back diagnostic information, designing effective interventions – how to design? Overview of interventions, leading and managing change – motivating change, developing political support, envisioned future, managing transition and sustaining

**Unit IV Human Process Interventions (7 Hrs)**

*Level of Knowledge: Higher understanding and application*

Interpersonal and group process approaches – T-groups, process consultation, third party interventions and team building.

Organization process approaches – organization confrontation meeting, inter group relations interventions, large group interventions, and grid OD

**Unit V Techno Structural Interventions (8 Hrs)**

*Level of Knowledge: Higher understanding and application*

Restructuring organizations – structural design, group's process structure, downsizing, and reengineering

Employee involvement – What is it? Employee involvement practices, parallel structures, high – involvement organizations, high involvement, and TQM

Work design – the engineering approach, the motivational approach, the socio technical approach and designing work for technical and personal needs

**Unit VI Human Resources Management Interventions (7 Hrs)**

*Level of Knowledge: Higher understanding and application*

Performance management – model of performance management, goal setting, performance appraisal, and reward systems

Developing and assisting members – career planning and development interventions, resources planning and strategy, workforce diversity interventions, and employee wellness interventions

**Unit VII Strategic Interventions (5 Hrs)**

*Level of Knowledge: Conceptual and Higher understanding*

Organization and environment – organization and environment framework, integrated strategic change, trans organizational development and mergers and acquisitions

Organizational transformation – characteristics of transformational change, culture change, self-designing organization organizational learning and knowledge management

OD in global setting and future directions in OD

**[Total 40 Hours]**

### **Skill Development**

1. Case studies, group discussions, exercises, games, role-plays & psychological instruments will be adopted.
2. Assignments, small group interaction, group tasks and presentations will be made compulsory.
3. Lectures and interactive discussions
4. Compulsory Individual project

### **Prescribed Text**

Cummings, T. G and Worley C. G.,( 2009). *Organization Development and Change*, South-Western College Publishing.

### **Reference Books**

1. French W. L and Bell, C. H., (2007). *Organization Development: Behavioural science interventions for organizational improvement*, Pearson Education.
2. French W.L., Bell, C. H and Vohra V, (2009). *Organization Development: Behavioural science interventions for organizational improvement*. Dorling Kindersley (India) Pvt. Ltd.
3. Harvey D and Brown D. R.,( 2004). *An Experiential approach to Organization Development*. 7/e, Pearson Education.
4. Kotter J.P., (1996). *Leading Change*. Boston : Harvard Business School Press. ISBN # 0-87584-747-1.
5. Kavita Singh.,( 2006). *Organization Change and Development*. Excel Books,.
6. Nilakant V and Ramnarayan S.,(2006). *Change Management: Altering mindsets in a global context*. Response Books.

### **External Experts**

1. Dr. Vivekanand  
Faculty, Icfai Business School
2. Alok Chatterjee  
CEO - Moss and Hue
3. Kevin Samuel  
Director – greenshoots
4. Dr. Subhash Sharma  
Dean, Indian Business Academy

## **MBA 422 Human Resource Analytics**

**2 Credits**

### Description & Learning Objectives

This course focuses on the statistical techniques and data analysis methods appropriate for quantitative human resource management research projects.

Students learn the importance of reliability, validity, and accurate measurement, and how to conduct reliable and valid research projects vis-à-vis calculating the costs of various HR processes which will enable the organizations to factor in the tangible benefits derived from HR activities. This will help in cost planning for HR activities.

This is a useful tool for human due diligence exercise in mergers & acquisitions.

### **Unit I Principles of HR Research and Quantitative HRM (3 Hrs)**

#### *Conceptual & knowledge based*

Defining HR research and Quantitative HRM –significance and relevance.

Types of HR research. Advantages of measuring HRM. Consequences of not measuring HRM, Common problems with metrics, Using statistical tests in HR Research, Sampling.

### **Unit II Tools, Techniques and Nonparametric Tests in HR Research (3 Hrs)**

#### *Knowledge & skill based*

Types of quantitative research, data types and preparation for analysis hypotheses formulation, common and uncommon data collection methods, non parametric tests for related and independent samples. Multivariate data analysis and Meta analysis.

### **Unit III Staffing Metrics (6 Hrs)**

#### *Conceptual & skill based*

Why managers need to pay attention to recruitment? What are the expectations from recruitment from organizational/managerial perspective? Recruiting tools and practices – a quick audit, How and when to measure the quality of hire, measuring the quality of applicants. Measuring the costs of hiring. Attrition metrics – techniques used to calculate attrition, manpower planning metrics – push model (markov) and pull model (renewal models), quantitative tools for forecasting manpower requirements.

**Unit IV Development Metrics**

**(6 Hrs)**

*Skill based*

Training ROI, measuring employee satisfaction, attitude measurement and survey, Training evaluation models, tracking the value of career management, measurement,

Performance metrics, performance matrix – Shingo prize model, EFQM, and Baldrige criteria

calculating 6sigma, assessing the training organization, customer focused metrics, BSC, HR Scorecard, performance measurement using ranking and rating systems, scales for evaluation of performance, HR's role in value chain, HR Accounting.

**Unit V Compensation Metrics**

**(5 Hrs)**

*Skill based*

Connecting it to revenues and expenses, calculating various wage/salary related measures. Variable pay systems, types of executive compensation, quantitative application in Compensation – percentiles, cost benefit analysis, and comparators. Mistakes in compensation designing. Employee benefits, Calculation of incentives, measuring the impact of weak incentives.

**Unit VI Trends in Quantitative HRM**

**(5 Hrs)**

*Knowledge & skill based*

Development of HR dashboard, HR index, internal improvement

Monitors and smoke detectors, using factor analysis in HR research – problems, HR Audit research, and Organization Health survey.

**[Total 30 Hours]**

**Skill Development**

1. Students will have to develop metrics and interpret them based on simulation.
2. Case studies, group discussions, exercises, games.
3. Term paper, small group interaction, group tasks and presentations will be made compulsory.

**Essential Text**

1. Bhattacharyya., Kumar, D. (2007). *HR research methods*. University Press.

### **References/ Material**

1. Sullivan, J. (2007). *HR metrics*. Kennedy Information.
2. *HR Metrics standards & glossary published by the HR metrics service*. Version 6.3/Dec 2010
3. Valerie, P., & Andreasson,R., *HR metrics : Bench marking human resources*
4. HR Metrics That Matter October 22, 2009 Ward Christman Senior Consultant HRsmart
5. HR metrics service, HR metrics Intrepretation guide published by BC HRMA version 2.4 / December 20<sup>th</sup> 2010

### **External Experts**

1. Dr Vivekanand, Professor, IBS Bangalore.
2. Dr Pallab Bandyopadhyay, Director HR Citrix Limited, Bangalore.
3. Mr. Naga Siddarth, Senior HR consultant, Bangalore.

## **MBA 466 Performance Management & Employee Counseling**

**2 Credits**

### Description

It can be argued that the perceived defects of appraisal systems (that line managers regarded them as irrelevant, involving form-filling to keep the personnel department happy, and not as a normal process of management) led to the development of more rounded concepts of performance management. Performance management is a process, not an event. It operates as a continuous cycle. Corporate strategic goals provide the starting point for business and departmental goals, followed by agreement on performance and development, leading to the drawing up of plans between individuals and managers, with continuous monitoring and feedback supported by formal reviews. Performance management as a process contributes to the effective management of individuals and teams in order to achieve high levels of organizational performance. It establishes shared understanding about what is to be achieved and is an approach to leading and developing people. This course focuses on the performance management process and how it works and outlines the tools used in performance management and evaluation. The students will examine the development of Performance Management in organizations. This course will develop basic skills among students to independently handle a wide range of employee counseling and performance counseling issues.

### Learning Objectives

- To know and understand how a performance management system works.
- To develop the necessary skills and ability to design & deliver an effective performance management system
- To acquire the skills for performance & employee counseling
- How to elicit the support of the top management of the organization to develop these concepts.
- To give & receive feedback on others & their own performance
- How they can discuss and contribute to individual and team aims and objectives.

### **Unit I**

**(3 Hrs)**

*Introduction: Performance Management* : Concept and perspectives , definition , philosophy behind performance management, pre-requisites, imperatives, five factor model, Performance prism , Elements of effective management, Performance management as a business strategy.



**Unit II (3 Hrs)**

*Performance management system definition:* Functions, Prerequisites, Generic model of PMS – Objectives & strategy, Assessment of organizational needs, setting organizational performance expectations, and Competency based performance management system - setting up of a competency based performance management system. Designing of performance management systems, performance management system in Indian companies.

**Unit III (4 Hrs)**

*Establishing performance management process:* Performance planning- Theories of goal setting, Goal setting theory, Expectancy theory , setting of performance criteria, process of setting performance criteria, methodologies of performance planning, process of performance planning, barriers to performance planning-organizational & individual, competency mapping & its linkage to performance planning. Performance managing & its process. Challenges ahead in performance management systems

**Unit IV (8 Hrs)**

*Performance Appraisal:* Concept, need and objectives, principles, uses and process of performance appraisal, characteristics of effective appraisal system, approaches to PA- behavior based & results focused. Different methods of PA : traditional and modern,-straight ranking method, paired comparison method, critical incident method, bars, MBO, 360 degree or Multirater assessment & its debate, Balanced score card : Assessment centers, PA for managers , supervisors and workers. Common rating errors, common pitfalls in PA, improving quality of Performance ratings, Development of performance appraisal/review system. Performance review discussion, reliability and validity of appraisal, Training for evaluation, continuous feedback, potential appraisal, PA as a training needs assessment.

**Unit V (4 Hrs)**

*Performance Monitoring:* Concept, DSMC/ATI model, Process of Performance monitoring, On- going Mentoring & protégé development, Mentoring benefits to managers.

*Performance Management Implementation:* Performance Management Linked Reward Systems Role of HR Professionals in Performance Management, Ethics in Performance Management.

**Unit VI (4 Hrs)**

*Emergence and Growth of Counseling Services:* Approaches to counseling, Counseling process- beginning, Developing and terminating a counseling relationship and follow up. Counselor's attitude and skills of counseling, Assessing Clients problems

## Unit VII

(4 Hrs)

Selecting Counseling Strategies and Interventions: Changing behaviour through counseling special problems in counseling, Application of counseling to organizational situations with a focus on performance counseling.

[Total 30 Hours]

### Skill Development

1. Lecture sessions, case studies, assignments, role plays and class presentations.
2. Live projects to be undertaken in various MNC's
3. The class will be exposed through, group discussion, and several other analytical approaches to identify and influence effective and ineffective behaviors (to better manage employee populations on an ongoing basis).
4. Students will design & present performance management systems for various types of industries.

### Prescribed Text:

1. Kohli, A.S., & Deb, T. (2009). *Performance management*. New Delhi: Oxford University Press.

### References

1. Aguinis, H. (2009). *Performance management* (2<sup>nd</sup> ed.). New Delhi: Pearson Education.
2. Armstrong, M. (2009). *Performance management: Key strategies and practical guidelines* (3<sup>rd</sup> ed.). Kogan Page.
3. Bacal, R. (2009). *Performance management*. New York: McGraw-Hill Publications. ISBN 0-07-071866-0.
4. Huselid, M. A., & Ulrich, D. (2009). *The HR scorecard: Linking people, strategy, and performance*. Boston, MA: Harvard Business School Press.
5. Latham G.P., & Wexley, K.N. (2009). *Increasing productivity through performance appraisal* (2<sup>nd</sup> ed.). New York: Addison-Wesley Publishing Company. ISBN= 0-201-51400-1.
6. Pulakos, E. D. (2000). *Performance management: A roadmap for developing, implementing and evaluating performance management systems*. SHRM Foundation.  
(<http://www.shrm.org/foundation/1104pulakos.asp>).
7. Smith, J.D., & Mazin, R. (2009). *The HR answer book: An indispensable guide for managers and human resources professionals* (2<sup>nd</sup> ed). New York: AMACOM.
8. Rao, T.V. (2004). *Performance management & appraisal systems: HR tools for global competitiveness*. New Delhi: Sage-Response Books.

## **MBA 472 Labor Laws I**

**2 Credits**

### Description

The course is offered as a human resource elective in the second year. The paper helps the students to understand the legal aspect of the Human resources in the organization. The paper develops the awareness about the various acts and legal compliances required for smooth functioning of the organization. And for HR managers it also helps in compliance activities.

### Learning Objectives

To make the students aware of

- The employers obligations under the statutes
- The employee/workers rights under the Acts
- Consequences of non compliance of the statutes
- The powers of the government/authorities under the Act

### **Unit I Factories Act, 1948**

**(4 Hrs)**

Definitions, Welfare Measures under the act, Safety Measures under the act, Working hours for adults, Employment of [Young persons, Women], Annual leave with wages, Penalties and Procedures. [Practical case laws to be discussed in depth].

### **Unit II Shops and Establishments Act**

**(4 Hrs)**

Karnataka Shops and Establishments Act 1961, Activities of Karnataka Labor Welfare Board, Documents to be filed by Shops and Owners in Karnataka, Documents to be filed for registration and its process, Plantation Act [Employers obligations on Welfare, Leave and Safety]

### **Unit III**

**(8 Hrs)**

**A. Child Labour Prohibition and Regulation Act, 1986**, Objects, Definitions of [Child Labor, Employer], Prohibition of Children in Certain Occupations, Hours and periods of work, Conditions of Work, Safety, Welfare and Health Measures for Children, Penalties if Children are Employed.

**B. Contract Labour (Regulation and Abolition Act), 1986** Definitions [Contract Labor, Contractor, and Principal Employer], and Procedure for Registration of Establishment, Licensing, Obligations of employers to provide certain amenities, payment of wages, Penalties if this act is violated.

**Unit IV**

**(8 Hrs)**

**Payment of Wages Act, 1936** [Definitions: Industrial Establishment, Wages], Responsibility, Time and deductions for payment of wages, Recovery of Amount, Appeals, Conditions where attachment of property can be made, Penalties.

**Payment of Bonus Act, 1966** [Definitions: Accounting year, Allocable surplus, available surplus, direct tax, employee, employer, Wage], Computation of gross profits, Computation of available surplus, Eligibility and disqualification for bonus, Minimum and Maximum Bonus, Set on Set Off of allocable surplus, Time limit for payment of bonus, Calculation, Forfeiture of Bonus and Bonus in case of New Establishments, Penalties.

**Unit V**

**(4 Hrs)**

**The Minimum Wages Act, 1948:** Objectives, Definitions [ Adolescent, Child, Competent authority, Cost of living index, Employer, Wages, Employee], Fixation and revision of wages, Procedure and fixing of minimum rate of wages, Advisory Board and Central Board, Safeguards in payment of minimum wages, Acts implementation, Exemption in certain cases, Powers of governments.

**Unit VI**

**(6 Hrs)**

**The Apprentices Act, 1969:** Definitions [ Scope of the act, Apprentice, Designated trade, Graduate or technician apprentice], Qualifications for being engaged as an apprentice, Contract of apprentice, minor as an apprentice, Number of apprentice, Period of training, Termination, Obligations of employer regarding hours of work, safety and health measures, Penalties. Employment Exchanges Act, 1959 Definitions [Employment exchange, employee, employer], notification of vacancies, right of access to records or documents, exemptions under the act, Penalties.

**[Total: 30 Hours]**

**Core Texts:**

1. Kapoor N.D. (2009). *Elements of mercantile law* (28<sup>th</sup> ed.). New Delhi: Sultan Chand Publications.
2. Singh, B.D. (2011). *Labor Laws* (1<sup>st</sup> ed.). New Delhi: Excel Books.

**References**

1. *Law, Ethics and Communication*, ICAI (IPCC) Publication.

**External Experts**

1. Dr. Viswanath N.S.  
Director  
Bhavan Marshall Institute of Management  
Race Course Road  
Bangalore.
2. Dr. Subhash Sharma,  
Director  
Indian Business Academy  
Bangalore.
3. Mr.GiriNarayanan  
Director – HR  
Lineage Power,  
Bangalore

# **CURRICULUM**

## **YEAR - II**

### **Trimester – IV**

## **LEAN OPERATIONS AND SYSTEMS**

## **MBA 477 Product Design and Facility Planning**

**2 Credits**

### Description

This paper is offered as a specialization paper in the fourth trimester. It emphasizes the importance of product design and facility decisions for a business scenario. Students develop and specialize on the several concepts and models involved in product design and facility layout decision.

### Learning Objectives

- To assist in developing concepts, knowledge and skills for an integrated approach to product design and facility planning
- To expose to the latest tools and techniques in effective decision-making.
- To emphasize the importance of applying systems concept in analyzing production planning related problems.
- To give students concepts of product design and facility plan for efficient production systems.

### **Unit I Introduction to Product Design and Development**

**(4 Hrs)**

#### *Level of Knowledge: Conceptual and Basic*

Characteristics of successful product development, Duration and cost of product development .The challenges of product development, Development processes and organizations : A generic development process , concept development, product development process flow

### **Unit II Product Development Process**

**(6 Hrs)**

#### *Level of Knowledge: Conceptual and Working Knowledge*

Product Planning –The product planning process, identifying customer needs, Product specifications product development process – Concept generation, concept selection –concept screening , scoring , caveats .Concept Testing – methods and measures. Product Family Design: Mass customization, product portfolios architecture Implication of architecture ,establishing architecture, delayed differentiation ,platform planning

### **Unit III Product Life Cycle Design**

**(5 Hrs)**

#### *Level of Knowledge: Conceptual and Working Knowledge*

Design for manufacture and assembly– types of processes, process flow structures, process analysis, Manufacturing and associated costs, Prototyping, Robust design, Industrial automation, Design for services – product process matrix for services, Design for environment.

**Unit IV Objectives of Facility Planning (3 Hrs)**

*Level of Knowledge: Conceptual and Basic*

Facilities planning, significance, Objectives of facilities planning, facilities planning process, developing facilities planning strategies.

Flow of Facility Planning: Flow, space and activity relationships-Departmental planning, activity relationship, flow patterns, flow planning, measurement of flow, space requirements. Personnel Requirements-Employee-facility interface, office facility plug.

**Unit V Material Handling Systems (3 Hrs)**

*Level of Knowledge: Conceptual*

Scope and definition, principles of materials handling, designing material handling systems, Unit load design, material handling equipment, estimating material handling costs, safety considerations

**Unit VI Layout Planning Models and Design Algorithms (4 Hrs)**

*Level of Knowledge – Conceptual*

Basic layout types, layout procedures, algorithmic approaches, multi floor facility layout, developing layout alternatives

**Unit VII Facilities Systems and Selection (5 Hrs)**

*Level of Knowledge – Conceptual*

Evaluating facilities plans, selecting facilities plans, Preparing, presenting and implementing facilities plan. Structural system performance, enclosure systems, electrical and lighting system, facility maintenance management system

**[Total 30 Hours]**

**Skill Development**

1. Group activities on product design and facility plan development
2. Case studies and numericals

**Prescribed Books**

1. Tompkins, J. A., White, J. A., Bozer, Y. A., & Tanchoco, J. M. A. (2010). *Facilities planning* (4<sup>th</sup> ed., p. 864).Wiley.
2. Ulrich, K., Eppinger, S., & Goyal, A. (2009). *Product design and development* (5<sup>th</sup> ed., p. 396). McGraw Hill.



## **References**

1. Kelley, T., & Littman, J. (2001). *The art of innovation: Lessons in creativity from IDEO, America's leading design firm* (1<sup>st</sup> ed., p. 320). Crown Business.
2. Hudson, J. (2008). *Process: 50 product designs from concept to manufacture* (1<sup>st</sup> ed., p. 240). Laurence King Publishers.

## **External Expert**

Dr. Jishnu Hazra Phd(Operations Management)  
Prof. Production & Operations Management, IIIM Bangalore

## **MBA 478 Strategic Operations Management**

**2 Credits**

### Description

To give the students a clear understanding of the concepts of Strategic Operational decision support system in the fast changing business environment. The inputs also show how top level and middle level decisions can improve the enterprise effectiveness with the objective of improving its profitability and better synergy with customers and suppliers.

### Learning Objectives

This subject will familiarize the students with concept on Strategic decisions in areas of Capacity, Supply network, Process technology and product and service development technology, Tool Technology, Automation etc with special reference to managing and globalization. They will also be familiarized with process of operations strategy and its sustainable alignment.

### **Unit I Operation Strategy**

**(3 Hrs)**

Key questions, what and why it is important, Operational strategy, the content an overview, Strategy matrix, Corporate strategy, Generic competitive strategy, functional strategy.

Reference Book:

- Operations by Strategy Nigel Slack and Michael Lewis .Publisher Pearson education Second edition
- Production & Operation Management by R Panneerselvam Publisher: PHI Second Edition

### **Unit II Operation Performance**

**(4 Hrs)**

Operation performance objectives and its change over time, Tradeoffs, Targeting and operations focus, Reference Book:

- Operations by Strategy Nigel Slack and Michael Lewis .Publisher Pearson Education Second edition

### **Unit III Product and Facility**

**(5 Hrs)**

Characteristics of successful product development(PD), who designs and develops products, Duration and cost of PD, The challenges of PD, Identification of customer needs, product specifications, Concept generation selection and testing, product architecture, prototyping, robust design.

Reference Book:

Product Design and development by Karl T Ulrich Steven D Eppinger Publisher: McGraw Hill Indian Edition 4<sup>th</sup> Edition.

**Unit IV Process Technology (5 Hrs)**

What is process technology, Scale/Scalability, Degree of automation, Degree of connectivity, the product process matrix, Evaluation of process technology, Technology change, sources of innovation?

- Operations by Strategy Nigel Slack and Michael Lewis .Publisher Pearson education 2nd edition
- Technology strategy by Scott Shane Publisher: Pearson Education 1<sup>st</sup> Edition

**Unit V Capacity and Supply Network (5 Hrs)**

What is capacity strategy, Operation capacity level, sites location and selection decisions, capacity change, Horizontal and vertical integration, traditional market based supply, partnership supply, network behaviour, Network management.

- Operations by Strategy Nigel Slack and Michael Lewis .Publisher Pearson education Second edition

**Unit VI The process Operation Strategy (4 Hrs)**

The process operation strategy for sustainable: sustaining alignment over time, analysis for formulation. The process of Operations strategy for substitute-concept of TQM, JIT (Lean), BPR, ERP, Six sigma etc  
The process of Operations strategy Implementation-Point of entry, process, project, participation etc.

- Operations by Strategy Nigel Slack and Michael Lewis .Publisher Pearson education Second edition
- Production & Operation Management by R Panneerselvam Publisher: PHI Second Edition

**Unit VII Improvement and Current Trends (4 Hrs)**

Setting the direction, performance mapping, Developing operations capability, consultancy, Importance of Lean concept, Latest trends in Process, Maintenance and Waste control.

- Operations by Strategy Nigel Slack and Michael Lewis .Publisher Pearson education Second edition
- Production & Operation Management by R Panneerselvam Publisher: PHI Second Edition

**[Total 30 Hours]**

### **Skill Development**

1. Students gets the skill of converting the Customer requirements in Operational requirements through taking a fresh example.
2. They are getting a skill in conceptualizing and development Strategic Operations Matrix for any new business set up.
3. Through visit to different Industries and talking to Corporate Executives, they get the knowledge as well as the skill of arriving at Strategic requirements of a business set up.

### **Prescribed Book:**

1. Nigel, Slack., & Michael, Lewis. (2008). *Operations by strategy* (2<sup>nd</sup> ed.). Pearson.

### **References**

1. Karl, T., & Ulrich, Steven, D. *Product design and development* (4<sup>th</sup> ed.). McGraw Hill Indian Edition.
2. Panneerselvam, R. (2009). *Production & operation management* (2<sup>nd</sup> ed.). PHI.
3. Scott Shane., *Technology strategy* (1<sup>st</sup> ed.). Pearson Education.

### **Expert Member**

1. Mr. A.Krishna,  
HR National Coordination India,  
Dept. RBIN/ICO, BOSCH Ltd, Hosur Road, Adugodi,  
Bangalore.

## **MBA 480 Business Intelligence & Data Mining**

**2 Credits**

### Description

The course covers functional and cross functional data warehouse concepts. It also covers the analytical techniques for managerial decisions for different types of problems. It also enhances the knowledge of the students in use of a Data Warehousing and Data Mining

### Learning Objectives

- The course offers a fundamental framework for OLAP, Data Warehousing and Data Mining in an organization.
- The student shall, through individual work and through projects and co-working with businesses and other student groups, develop her analytical ability.
- The practical projects shall also work as base for theoretical reflection around, the above mentioned, themes, and give understanding for learning in action.
- Teaching will consist of seminar exercises, tutoring and projects. A big part of the projects and exercises are planned by the teacher and are universal for all students. The students shall, during the course, also initiate and operate individual projects.
- It identifies the various information systems solution for vertical and horizontal workflow of business operations.
- It provides and opportunity for managers to plan, analyze and design information system solutions for various functionalities of the organization

### **Unit I Introduction to Business Intelligence**

**(5Hrs)**

Terminology. Evolution of BI. Popular BI tools.

OLAP vs OLTP. OLAP basics. Data models for OLAP. Dimensions, Cubes, Measures. MDX. Drill-down, Roll-up, Slice-and-dice, Pivoting. MOLAP, ROLAP, HOLAP.

Application of BI. BI users. Using BI for building dashboards; business metrics, scorecards, KPIs. BI for advanced reporting.

### **Unit II BI and Data ware house Concepts**

**(4 Hrs)**

Data Warehouse Need, definition and characteristics, Types of data sources; ETL. Multidimensional data modeling, implementation. Star and Snowflake schemas. Data marts. Top-down and Bottom-up approaches to DW architecture.

BI and DW implementation issues. Integrating BI with ERP systems. Best practices.

**Unit III Introduction to Datamining (4 Hrs)**

Definitions. Evolution. Purpose of datamining. Datasources. Compare with statistics and artificial intelligence. Tasks in data mining. Introduction to Classification, Association, Clustering and Discriminant analysis. Popular datamining tools.

Steps in datamining. Pre processing. Partitioning. Overfitting. Oversampling. Dimension reduction.

**Unit IV Classification: Techniques and Applications (5 Hrs)**

Measuring performance of classification. Naïve rule and naïve bayes classification. Classification by decision tree. Tree pruning. Extracting rules. Classification by back-propagation – neural networks. Discriminant analysis. Limitations and issues.

**Unit V Association: Techniques and Applications (4 Hrs)**

Purpose. Discovering association rules. Market basket analysis. Apriori algorithm. Antecedents and consequents. Support, confidence, lift ratio. Interpreting and using results. Limitations and issues.

**Unit VI Cluster Analysis : Techniques and Applications (5 Hrs)**

Purpose. Major clustering methods- hierarchical and non-hierarchical. Distance measures. Dendograms. Validating clusters. Limitations and issues. Discriminant analysis. Prediction vs explanation.

**Unit VII Advanced topics in BI and datamining (3 Hrs)**

Cloud computing, SaaS model. Mobile BI. Social media. Data visualization. Semantic web. Latest trends in BI and datamining.

**Prescribed Books:**

1. Prasad, R. N., & Acharya, S. (2011). *Fundamentals of Business Analytics* (1st ed., p. 348). Wiley India.
2. Shmueli, G., Patel, N. R., & Bruce, P. C. (2010). *Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner* (2nd ed., p. 428). Wiley.

**References**

1. Berson, A., Smith, S. J., & F. (1997). *Data warehousing, Data mining and OLAP* (1st ed., p. 640). Computing McGraw-Hill.
2. Han, J., & Kamber, M. (2000). *Data mining : concepts and techniques* (1st ed., p. 550). Morgan Kaufmann.

## **MBA481 Service Operations Management**

**2 Credits**

### Description

This paper is offered as a subject in the fourth trimester for operation specialization. It emphasizes the importance of effective operation management in service industry. Students develop and specialize on the various approaches to efficient working of service industry.

### Learning Objectives

- To assist in developing concepts, knowledge and skills for an integrated approach to operations management in service industry
- To expose to the latest tools and techniques in effective decision-making.
- To emphasize the importance of applying systems concept in analyzing service management related problems.

### **Unit I Introduction to Service Management**

**(4 Hrs)**

The role of services in economy, The nature of services –service classification, service package, Distinctive characteristics of service operations, Open system view of services, The virtual value chain Technology in service management – Emergence of self service, Technology in service encounter, Automation in services and Internet services.

### **Unit II Service Supply Relationships**

**(4 Hrs)**

Managerial implications of bi directional relationships, Sources of value in service supply relationships, Outsourcing services, Vehicle routing - Field service, Clark wright algorithm, vehicle routing with constraints and manual routing system.

### **Unit III Service Quality**

**(2 Hrs)**

Defining service quality – Dimensions of service quality, gaps in service quality, SERVQUAL, Scope of service quality, Walk Through Audit, Service recovery, unconditional service guarantee.

### **Unit IV Service Operations in Banking Industry (Indian Perspective) (6Hrs)**

Identification of Different operations involved. History, Current and Future Practices. Role of Government Regulations

**Unit V Service Operations in Hospital Industry (Indian Perspective) (6 Hrs)**

Identification of Different operations involved. History, Current and Future Practices. Role of Government Regulations.

**Unit VI Service Operations in IT/ITES Industry(Indian Perspective) (6 Hrs)**

Identification of Different operations involved. History, Current and Future Practices. Role of Government Regulations.

**Unit VII Growth and Globalization of Services (2 Hrs)**

Domestic growth and expansion strategies- Focused service, focused network, clustered service diversified network, Franchising, Generic International Strategies and Global service strategies.

**[Total: 30 Hours]**

**Skill Development**

1. Group activities on service management.
2. Case studies with numerical problems on operations of services.

**Prescribed Text book :**

James A Fitzmmons, M. J. (2006). *Service Management-Operations,Strategy,Information technology*. New Delhi: Tata Mc Graw Hill.

**References**

1. RBI. (2000). *Reserve bank of India:functions and working*. New Delhi: Governement of India.
2. Dr. Malhotra, A.K.(2009). *Hospital management-an evaluation*. New Delhi: Global India Publications.

Web resource - <http://www.ibef.org/download/IT-&-ITeS-261112.pd>



# **CURRICULUM**

## **YEAR - II**

### **Trimester – IV**

#### **MARKETING**

## **MBA 441 Distribution & Supply Chain Management**

**2 Credits**

### Description

To expose the students to the concepts, and principles of Distribution Management

To develop the necessary skills among the students regarding the Distribution Management

### Pedagogy:

This course is taught through lecture sessions, case studies, simulations and assignments.

### Learning Objectives

- Be aware of the growing importance of marketing channels in the larger field of marketing; be familiar with classification of the major participants in marketing channels.
- Realize that the marketing channel can be viewed as a social system as well as an economic system; understand the meaning of marketing channel strategy.
- Realize that channel design is a complex; have an appreciation for the importance of channel member selection.
- Recognize the distinction between channel management decisions and channel design decisions; realize that there are many potential interfaces between product management and channel management.
- Be aware of the importance of pricing issues in marketing channel management; recognize that reseller (channel member) support is one of the major tools of the manufacturer's promotional mix.
- Recognize the importance of evaluating channel member performance.
- Understand what a supply chain is and how it works; be familiar with the definition of Logistics or Physical Distribution.

### **Unit I Marketing Channel Systems**

**(5 Hrs)**

- 1) Marketing Channel Concepts: Growing importance of Marketing Channels, The Marketing Channel Defined, Use of the term *Channel Manager*, The Marketing Channel and Marketing Management Strategy, Channel Strategy versus Logistic management, Flows in Marketing Channels, Distribution through intermediaries, Channel Structure, Ancillary Structure. Bull Whip Effect, Reverse Logistics
- 2) The Channel Participants: An Overview of the Channel participants, Producers and Manufacturers, Intermediaries (Wholesale and Retail), Franchising, Facilitating Agencies. Agriculture Supply Chain, Distributor ROI

- 3) Behavioral Processes in Marketing Channels: The Marketing Channels as a Social System, Conflict in the marketing Channel, Power in the Marketing Channel, Role in the marketing Channel, and Communication Processes in the Marketing Channel.

**Unit II Developing the Marketing Channel**

**(5 Hrs)**

- 1) Strategy in Marketing Channels : Marketing Channel Strategy and the Role of Distribution in Corporate Objectives and Strategy, Marketing Channel Strategy and the Marketing Mix, Channel Strategy and Designing in Marketing Channels, Channel Strategy and the Selection of Channel Members, Channel Strategy and Managing the Marketing Channel.
- 2) Designing the Marketing Channels: What is Channel Design, Who Engages in Channel Design, A Paradigm of the Channel Design Decision, the Phases of Channel Design. “Go to Market” with Multiple Channels.
- 3) Selecting the Channel Members: Channel member Selection and Channel Design, The Selection Process, Finding prospective channel members, Applying Selection criteria, securing the Channel members.

**Unit III Managing the Marketing Channel**

**(8 Hrs)**

- 1) Motivating the Channel Members: Finding out the needs and Problems of Channel Members, Offering Support to Channel Members, Providing Leadership to Motivate Channel Members.
- 2) Product Issues in Channel Management: New Product Planning and Channel Management, the Product Life Cycle and Channel Management, Strategic Product Management and Channel Management, Trading Down, Trading Up, and Channel Management
- 3) Pricing Issues in Channel Management: Anatomy of Channel Pricing Structure, Guidelines for Developing Effective Channel Pricing Strategies, Other Issues in Channel Pricing (Free Riding, Grey Markets).
- 4) Promoting through the Marketing Channel: Promotional Strategies and Channel Member Cooperation, Basic Push Promotional Strategies in Marketing channels, Bait and Switch, Consignment Selling, “Kinder and Gentler” Push Promotion Strategies in Marketing, Breakeven Analysis for “Free Schemes” in Channel Promotions.
- 5) Evaluating Channel Member Performance: Factors Affecting scope and frequency of Evaluations, Performance Evaluation versus Day-to-Day Monitoring, Channel Member Performance Audit.

**Unit IV Additional Perspectives on Marketing Channels**

**(2 Hrs)**

- 1) Electronic Marketing Channels: Structure of Electronic Marketing Channels, Developments and Trends in Electronic Marketing Channels, Business Models in Internet Channels, Television Skyshop, Advantages and Disadvantages of Electronic Marketing Channels.

- 2) Direct Selling Channel Systems : Structure and Trends in Direct Selling, Direct Agents, DSA and MLM formats in Direct Selling

**Unit V Supply Chain Management and Logistics**

**(10 Hrs)**

- 1) Essentials of Supply Chain management: Key concepts of Supply Chain management, Supply Chain Operations: Planning and Sourcing, Supply Chain Operations: Making and Delivering, Using Information Technology, Metrics for Supply Chain Performance, Supply Chain Coordination, Creating Supply Chains for Competitive Advantage.
- 2) Logistics and Channel Management: The Role of Logistics, Logistics Systems, Costs and Components, Four Key Areas of Interface between Logistics and Channel Management.

**[Total: 30 Hours]**

**Skill Development**

1. Group activities on Distribution management
2. Case studies with numerical problems on Distribution management

**Prescribed text:**

Rosenbloom, B. (2004). *Marketing channels* (7<sup>th</sup> ed.). New Delhi: Cengage Learning

**Reference Books**

1. Anne, T. C., & Anderson, E., & Stern, W. L., & Adel, I., & Ansary El. (2001). *Marketing channels* (7<sup>th</sup> ed.). New Delhi: Pearson Education
2. Hugos, M. H. (2007). *Essentials of supply chain management* (3<sup>rd</sup> ed.). New Delhi: Wiley

## **MBA 461 Consumer Behaviour**

**2 Credits**

### Description

This paper is offered as a marketing elective in the fourth trimester. It helps students understand the behavior of consumers before and after purchase. The paper helps students gain valuable conceptual knowledge of how the concepts of motivation, perception, personality and other behavioral studies influence the consumer in making purchase decisions. It also gives an insight to the students about the decision-making process and the growing significance of the consumer behavior study in various other areas of marketing.

### Learning Objectives

- To examine the nature of Consumer behaviour
- To analyze the application of Consumer Behaviour with regard to formulation of - marketing strategy
- To provide students with an understanding of the wide range of social, cultural and economic factors which influence consumer behaviour.
- To analyze the decision making process of the consumer.

### **Unit I What is Consumer Behaviour**

**(4 Hrs)**

*Level of Knowledge: Conceptual and Basic*

Role of Consumer Behaviour in Marketing -Development of Consumer Behaviour field, Consumer behavioral models - Howard-Sheth model of Buying Behaviour

### **Unit II Consumer as an Individual**

**(10 Hrs)**

*Level of Knowledge: Conceptual*

Consumer Needs and Motivation, Meaning of Motivation; Needs and Goals  
Dynamic Nature of Motivation; Types & System of needs- Maslow's Hierarchy of needs-McClelland's Theory of need Achievement-Vroom's Expectancy theory- Freud's Psychoanalytical theory

*Personality & Consumer Behaviour*

Meaning and nature of Personality ; Freudian & Trait theories of Personality; Self Concept - Self Images; Lifestyle and AIO inventories; Brand Personality

*Consumer perception*

Meaning and dynamics of Perception – Absolute and Differential threshold; Selective Perception; Consumer Imagery-Brand Image; Perception of Quality; Perception of risk; Perceptual Organization; Categorization, Inference.

*Learning & Cognitive Process*

Meaning of Learning; Behavioral Learning Theories-Classical and Operant Conditioning-Observational Learning; Cognitive Learning Theories; Memory, Schema, Brand Loyalty

*Consumer Attitudes*

Nature and function, Attitude formation; Structural Models of Attitude-Tricomponent and Multi-Attribute model-TORA, Attitude Change-Multiattribute and ELM and Cognitive Dissonance

**Unit III Consumer in their Social and Cultural Setting (6 Hrs)**

*Level of Knowledge: Conceptual*

Group dynamics & Reference groups, Meaning of reference groups; Influence of reference groups on consumer behaviour; Types of reference groups, Implications for Marketing

*The Family*

Concept and functions of family; Importance of family in Indian context, Family decision making; Role conflict and its resolution; Family Life Cycle, Consumer socialization, Role of children.

*Social Class and Consumer Behaviour*

Meaning and measurement of Social Class; Lifestyle profiles of social classes; Implications of social class on consumer behaviour.

*Culture and Consumer Behaviour*

Meaning and characteristics of culture; Measurement of culture, Values-Terminal and Instrumental values; Rokeach - Indian core values; Impact of value on consumer behaviour; ACV Laddering,

**Unit IV Consumer Decision Making Process (6 Hrs)**

*Level of Knowledge: Working Knowledge*

Personal influence & Opinion leadership Process - Meaning, dynamics and measurement of opinion leadership - A profile of the Opinion leader; Interpersonal flow of communication; Opinion leadership and firm's promotional strategy - Diffusion of Innovations; Types of Innovations; The Diffusion process-consumer and industrial; The adoption process; Product characteristics and consumer resistance; Diffusion enhancement strategies; A profile of the consumer innovator.

*Consumer Decision making*

A model of consumer decision making; Problem recognition and Information Search; Evaluations-Compensatory and non-compensatory; Conjunctive; Disjunctive and Lexicographic choice rules; Purchase-Store choice; Post purchase Process - Dissonance; Satisfaction/dissatisfaction; Attribution theory; Dis-satisfaction responses; Disposal behaviour.

**Unit V Other dimensions of Consumer Behaviour (2 Hrs)**

*Level of Knowledge: Conceptual*

Relationship Marketing - Meaning of relationship marketing, Implications, Consumerism and Public policy meaning, Rights of Consumers; Institutions and their role; Ethical, Safety and environmental issues; Consumer protection acts, Consumer Behaviour and E-business, On line buyer behaviour; Consumer decision making process on the Net. Consumer Research with special reference to syndicated research

**Unit VI Role of Research in Consumer Behaviour (2 Hrs)**

Motivational research, Attitude measurement; Satisfaction measures

**[Total 30 Hours]**

**Skill Development**

1. Group presentations on various topics related to the subject, both conceptual and practical
2. Classroom discussions
3. Case studies –Analysis and discussion
4. Analytical skills through assignments

**Prescribed Texts**

Schiffman, L. G., & Kanuk, L. L. (1999). *Consumer behavior* (7<sup>th</sup> ed.). Prentice-Hall Publications & Pearson Education Publications (Low Price Edition 2003).

**Reference Books**

1. Assael, Henry. (2001). *Consumer behaviour & marketing action* (6<sup>th</sup> ed.). Thomson Learning Publications.
2. Engel, J. F., Blackwell, R. D., & Miniard, P. W. (2001). *Consumer behaviour*. Thomson Learning Publications.
3. Solomon, M.R. (1998). *Consumer behaviour- buying, having & being* (4<sup>th</sup> ed.). Prentice-Hall Publications.
4. Hawkins, D. I., & Best, R. J. I. (2002). *Consumer behavior*. Implications for marketing strategy (8<sup>th</sup> ed.).
5. Loudon., & Bitta, Della. (2002). *Consumer behaviour- concepts and applications* (4<sup>th</sup> ed.). Tata McGraw Hill Publications.
6. Hawkins, D.I., Best., & Cooney., *Consumer behavior - building marketing strategy*. Tata McGraw Hill Publications.
7. Batra, Satish., & Kazmi. (2005). *Consumer behavior*. Excel books Publications.

**External Experts:**

Mr. Prakyath Tejveer  
Manager,  
Tata Docomo, Bangalore

## **MBA 464 Business to Business**

**2 Credits**

### Description

This paper is offered as a marketing elective in the fourth trimester. It prepares students for careers in the areas of marketing of industrial products & services, industrial projects & consultancy.

### Learning Objectives

- To enhance the ability of the students to understand the nature of B2B marketing, & the process involved in practice.
- Development of B2B Strategies and their implementation.

### **Unit I A Business Marketing Perspective (2 Hrs)**

*Level of Knowledge: Conceptual and Basic*

Introduction to Business-to-Business Marketing, Business and Consumer marketing-A contrast, the value chain, Trends and changes in Business marketing.

### **Unit II Perspectives on the Organizational Buyer (4 Hrs)**

*Level of Knowledge: Conceptual & Basic*

Classifying customers, Organizations and Markets, Types of organizational customers and their unique characteristics of Commercial enterprises, Government and Institutional Markets.

### **Unit III Organizational Buying Behaviour (4 Hrs)**

*Level of Knowledge: Working*

Organizational buying and buying behavior: The nature of buying, organizational buying process- A process flow model.

### **Unit IV Customer Relationship Management (3 Hrs)**

*Level of Knowledge: Conceptual & Basic*

Customer relationship management strategies for business markets. Buyer seller connector, Managing buyer seller relationships, Gaining a customer relationship advantages.

### **Unit V Segmenting the Business Market (4 Hrs)**

*Level of Knowledge: Working*

Segmenting, Targeting and Positioning. Value based segmentation. A model for segmenting the organizational Market.



**Unit VI Organizational Demand Analysis (2 Hrs)**

*Level of Knowledge: Working*

Organizational demand analysis, Determining market and sales potential, Sales forecasting methods.

**Unit VII Managing Innovation and new industrial product development Pricing Strategy for business markets (3 Hrs)**

*Level of Knowledge: Conceptual & Basic*

Marketing mix - Managing Innovation and New product development process. Pricing in Business-to-Business Marketing. Pricing basis, managing price as part of Marketing Strategy, Managing pricing tactics, pricing implementation-case of negotiated pricing.

**Unit VIII Managing Business Marketing Channel, Business Marketing Communications (4 Hrs)**

*Level of Knowledge: Conceptual & Basic*

Direct & Indirect channels, Distributors & manufacturers rep, Channel objectives & Design, Selection & Motivation of channel members. B2B Advertising, Trade shows, Personal selling, Key account management

**Unit IX Managing Services for Business Markets (2 Hrs)**

*Level of Knowledge: Conceptual & Basic*

Marketing mix for business service firms - Segmentation, Service packages, Service Promotion and Distribution.

**Unit X Strategic Perspectives in Business Marketing Planning (2 Hrs)**

*Level of Knowledge: Working*

Business Marketing Strategies.

**[Total 30 Hours]**

**Skill Development**

1. Group presentations on organizational buying behavior & practices
2. Forecasting Techniques for demand of Industrial Products
3. Preparation of quotation.
4. Case studies

### **Prescribed Texts**

1. Hutt, Michael, D., Speh, Thomas, W. (2012). *Business marketing management*. Cengage Learning.
2. Reeder, Robert. R., Brierty, Edward. G., Reeder, Betty. H. (2012). *Industrial marketing, analysis, planning and control*. PHI publication.
3. Phadtare, Milind. T. (2012). *Industrial marketing*. PHI Publication.

### **References**

1. Vitale, Giglierano. (2012). *Business-to-business marketing, analysis and practice in a dynamic environment*. Thomson Press Publications.
2. Anderson. (2012). *Business market management*. Pearson Publications.

### **External Experts**

1. Mr Rajshekhar,  
Head - Business Development  
Keane India

## **MBA 467 Strategic Marketing Management**

**1 credit**

### Description

This marketing specialization course is designed to develop students' holistic understanding and knowledge in strategic marketing. In 'The practice of management', Peter F Drucker wrote, "The business enterprise has two and only two basic functions: marketing and innovation. Marketing and innovation produce results; all the rest are costs." Today many CEOs of many major corporations are disappointed over marketing's inability to produce measurable results. A marketing manager, as a planner-coordinator-controller of marketing activities, must be analytical and skilled in decision-making. Therefore, emphasis is placed on the analytical and decision-making functions of managers in the planning and implementation of marketing strategies at all levels of an organization. This unit is comprehensive and covers the following sections in depth: (a) external and internal analyses (b) application of popular strategic models & concepts, and (c) planning for market-orientation and strategy implementation.

### Learning Objectives

- Demonstrate the ability to analyze and evaluate business strategies and marketing opportunities.
- Demonstrate the ability to solve problems by formulating sound and practical marketing strategies.
- Understand the major strategic marketing concepts including situation analyses, strategic models/options and planning for market-orientation.

### Pedagogy:

The course needs students to apply the concepts that they are introduced to previously and hence designed to use case studies extensively. The course also attempt to draw insights from some of the most popular literature published by Harvard Business Publishing and McKinsey publishing into classrooms to understand conceptual issues in marketing and develop strategic solutions to the same. The course is heavily case-oriented, and expects students to be well versed in the case method. Concepts would be delivered through cases and selected articles on business and marketing strategy. Evaluation is done using continuous assessment pattern where students will have to review business articles and solve cases both individually and in groups. The course will have no end term examination and the student evaluation will be done fully based on class room case participation and assignments.

**Unit I Marketing as a Transformational Engine and Strategic segmentation (2 Hrs)**

Importance of Marketing and Innovation, Understanding and developing measurable key Result Area and Key Performance Indicators for marketers, The role of marketers in strategy building and policy, Understanding theory and practice gaps in marketing, Price wars, Customer loyalty, Differentiation, Threat of imitation, Competitive rivalry, De-commoditization, Levels of products and benefits offered, Strategic market selection.

**Unit II Solution Oriented Marketing and distribution channels (3 Hrs)**

Strategic development of new products, Products as solutions, Differentiation based on intangible benefits, Sustainable advantage due to intangible benefits, Price as a marketing lever, Understanding customer value, Developing marketing solutions, Changing distribution channels, innovation in distribution solutions, Role of internet in developing distribution networks, diverse distribution strategies, intensive and extensive distribution strategy, Strategic selection of distribution channels and partners.

**Unit III Global Marketing partners and Brand Realization strategies (3 Hrs)**

Shift of power to retailers from manufacturers, Technology in marketing, Management innovation, Innovative procurement options, Traditional purchasing versus global purchasing practices, The role of new retail solutions, Pressure of cost and price on manufacturers, Brand acquisition strategies, Marketing beyond sales promotions, Brand equity.

**Unit IV Market-Driven Strategies and Corporate Marketing (4 Hrs)**

Role of marketing in building long term brand equity, Marketing as an investment towards brand building, Marketing beyond 4Ps, Concept of strategic business units in marketing, Marketing as a strategic partner, Demand stimulation and its short-term orientation.

**Unit V Marketing Strategy Implementation and Strategy Audit (3 Hrs)**

Implementation challenges, Marketing programs, McKinsey's 7S framework, Marketing effectiveness and marketing efficiency, Concept of marketing audit, Measuring marketing performance, Balance score card, Marketing control, Measuring through inspiration, Accountability in marketing.

### **Skill Development**

1. Group presentations
2. Forecasting Techniques for demand of Industrial Products
3. Case studies
4. Business Analysis

### **Recommended textbook:**

Kumar, Nirmaalya. (2004). *Marketing as strategy*. massachusetts: Harvard Business School Publishing

### **Important additional reading:**

Anderson Carol H. and Vincze Julian W., (2004), *Strategic Marketing Management* 2<sup>nd</sup> Ed, Boston:Houghton Mifflin Company

Ferrell O.C and Hartline Michael D., (2005), *Marketing Strategy* 3<sup>rd</sup> Ed, South-Western:Thomson Learning Inc

Walker, Boyd, Mullins and Larreche, (2003), 'Marketing Strategy', 4<sup>th</sup> Ed, New Delhi, Tata McGraw Hill

HBR's 10 Must Reads on 'Strategic Marketing', HBSP

## **MBA 473 International Marketing**

**2 Credits**

### Description

This paper is offered as a marketing elective in the fourth trimester. Students learn various aspects of International Marketing in terms of concepts, operations, opportunities and challenges.

### Learning Objectives

- To make students understand the different dimensions of International Marketing and inculcate the spirit of International marketing in students.

### **Unit I Introduction**

**(3 Hrs)**

#### *Level of Knowledge: Conceptual and Basic*

International marketing defined; challenges and benefits of international marketing; domestic marketing v/s international marketing; Reasons for going global-driving restraining and underlying forces of International Marketing; development of domestic to transnational corporations; major participants in international marketing.

An overview of international trade; theories of international trade; balance of trade, balance of payments and foreign exchange; protection and trade restrictions; economic integration as a means of promoting international trade and its economic and marketing implications.

### **Unit II Global Marketing Environment**

**(3 Hrs)**

#### *Level of Knowledge: Working Knowledge*

Social, cultural, legal, economic, political, financial, technological and other environmental factors of global environment.

Information technology and changing nature of competition; Impact of electronic communication, areas of operation and modalities of internet; world trade operations through computers.

International agencies involved in international trade – IMF, EU, EFTA, LAFTA, NAFTA, ASEAN, SAARC, WTO & URUGUAY ROUND, UNCTAD.

### **Unit III Analyzing Global Market Opportunities and Developing Developing Global Marketing Strategies**

**(9 Hrs)**

#### *Level of Knowledge: Working Knowledge*

Developing global vision through marketing research; breadth and scope of international marketing research; the research process; problems encountered; international marketing information system and marketing intelligence.

Emerging markets; marketing and economic development; marketing in a developing country; developing countries as emerging markets; global marketing plans.

Screening international marketing opportunities; techniques of market selection decisions; grouping international markets; growth of formal market groups.

International buyers; purchase decision process; analyzing the international buyers.

Reasons for internationalization; determining geographic concentration; country selection; market entry modes decisions; geographic expansion strategies; global strategies.

Competitive strategies for global marketing.

Global segmentation; targeting and positioning strategies; strategies for creating competitive advantage-global strategic partnerships.

#### **Unit IV Global Marketing Mix**

**(7 Hrs)**

*Level of Knowledge: Working Knowledge*

*International product decisions:*

Product extension and adoption; new product development; product standardization v/s product adoption; global branding strategies; global marketing of industrial products and services.

*International Pricing decisions:*

Pricing strategies & Policies; price escalation; leasing in international markets; counter-trade as a pricing tool; global pricing; transfer pricing.

*International promotion decisions:*

Global advertising; creative challenges; global media decisions; advertising agency; sales promotion; personal selling and sales management.

International distribution decisions:- Channel structure; distribution patterns; choice of channels and channel members; logistics management-supply & demand.

#### **Unit V Global e-marketing and Managing global marketing effort**

**(3 Hrs)**

*Level of Knowledge: Working Knowledge*

The death of distance; targeting the individual customer- beyond segmentation, living in the age of technological discontinuities; New technologies change the rules of competition; components of the electronic value chain. Negotiating with international customers, partners and regulators. Leadership, Organizing and monitoring the global marketing effort leadership, patterns of international organizational development, structuring for global brands, global marketing audit. The future of Global Marketing.

#### **Unit VI International Marketing – Indian Perspective**

**(5 Hrs)**

*Level of Knowledge: Working Knowledge*

Indian foreign trade in the era of globalization; determination of exports and imports; major exports; export product country matrix; major imports; direction

of trade; balance of payment of India; problems & prospects of India's foreign trade sector. Foreign trade policy; economic policy liberalizations; Export-Import policy—an evaluation of policy; regulation & promotion of foreign trade and latest policy guidelines. Organizational setup for export promotion; product assistance; marketing assistance; import facilities for exporters; EOU'S AND EPZ'S; export houses and trading houses – an evaluation, export pricing and export finance. Export procedure and documentation-Preliminaries; inquiry and offer; confirmation of offer; Export license; finance, production / procurement of goods, shipping space, packing and marking, quality control and pre-shipment inspection, excise clearance, customs formalities, exchange control formalities, insurance, shipping the goods negotiation of documents, standardized and aligned pre-shipment documents, documents related to goods and shipment

**[Total 30 Hours]**

### **Skill Development**

1. Analyzing cases.
2. Class presentations and discussions.
3. Interaction with exporters.

### **Prescribed Text**

1. Cateora, P. R., Graham, J. L., & Salwan, P. (2008). *International marketing*. New Delhi: Tata-McGraw-Hill.

### **References**

1. Keegan, W. J. (2008). *Global marketing*. New Delhi: Pearson Education.
2. Cherunilam, F. (2006). *International business*. New Delhi: Prentice-Hall.

### **External Experts**

- |   |   |
|---|---|
| 1. Dr. Erasi,<br>Professor,<br>Post Graduate Department of Commerce,<br>Bangalore University. | 2. Dr. Sanjeevaiah,<br>Professor,<br>Post Graduate Department<br>of Commerce<br>Bangalore University. |
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# **CURRICULUM**

## **YEAR - II**

### **Trimester – V**

#### **CORE**

## **MBA531 Entrepreneurship**

**2 Credits**

### Description

This is a core paper offered in the fifth trimester to students across all specializations. Students learn various aspects of entrepreneurship in terms of concepts, operations, opportunities and challenges.

### Learning objectives

- To make students understand the different dimensions of entrepreneurship and to inculcate the spirit of entrepreneurship in students.

### **Unit I Introduction**

**(3 Hrs)**

*Level of Knowledge: Conceptual and Basic*

Nature and importance of Entrepreneurs, Entrepreneurial decision making process, Role of entrepreneurship in economic development.

Entrepreneurship- feelings, background and characteristics, motivation, role models and support systems.

Intrapreneurship - Corporate versus Intrapreneurial culture, Climate for Intrapreneurship, Establishment of Intrapreneurship in organizations.

### **Unit II Planning**

**(3 Hrs)**

*Level of Knowledge: Working Knowledge*

*Entrepreneurial process:* Identify and evaluate opportunities, developing business plan, determine the resources required, project appraisal and feasibility plan.

### **Unit III Operations**

**(5 Hrs)**

*Level of Knowledge: Working Knowledge*

*Creating and starting the venture:* legal requirements, marketing strategies, financial plans and staffing the venture.

### **Unit IV Growth**

**(10 Hrs)**

*Level of Knowledge: Working Knowledge*

Managing growth and ending the venture, Preparing for the new venture launch, Management decisions at early stage, managing early growth of the new venture.

New venture expansion- strategies and issues. Going public – attractions to going public, ending the venture – re-organization, turnarounds, and liquidation.

**Unit V Challenges**

**(3 Hrs)**

*Level of Knowledge: Working Knowledge*

Challenges faced by entrepreneurs - individuals - from family - from groups - from community - from society

**Unit VI International Perspective**

**(3 Hrs)**

*Level of Knowledge: Working Knowledge*

International Entrepreneurship - International versus Domestic Entrepreneurship, Entrepreneurial entry into International Business, Barriers to enter international trade, Entrepreneurial partnering.

**Unit VII Indian Perspective**

**(3 Hrs)**

*Level of Knowledge: Working Knowledge*

SSI's in India – nature, role and growth, facilities available, problems, provisions for nursing sick Units.

**[Total 30 Hours]**

**Skill Development**

1. Analyzing cases.
2. Class presentations and discussions.
3. Interacting with entrepreneurs.
4. Integrated approach linking specializations for entrepreneurship.

**Core Text**

1. Hisrich., Robert D, Peters, Michael P. and Shepherd, Dean A, 6<sup>th</sup> edition (2011). *Entrepreneurship*. New Delhi: Tata-McGraw-Hill.

**Reference Texts**

1. Kuratko., Donald F & Hodgetts, Richard M, (2010). *Entrepreneurship*. New Delhi: Thomson.
2. Kaplan., Jack M, (2007). *Patterns of Entrepreneurship*. New Delhi: Thomson.

**External Experts**

2. Dr. Erasi,  
Professor,  
Post Graduate Department  
of Commerce,  
Bangalore University

2. Dr. Sanjeevaiah,  
Professor,  
Post Graduate Department of  
Commerce  
Bangalore University.

**MBA 534 Business Ethics and Leadership in Organization**  
**Credits 2**

Description

The course is framed to create a synergy between Business Ethics and the Leadership in Organizations and the effect each has on the other. In taking decisions, an Organization Head, more often than not is faced by certain ethical dilemmas, decisions on which, may affect the future of the Organization. Improving the quality of business decisions and enhancing long term business success through understanding the needs of an Organization and utilizing the Ethical values to lead the Organization in a global economy.

Learning Objectives

- To understand the link between an Organization and Business Ethics
- To understand the link an Organization Head has with Business Ethics in leading and Organization
- To sensitize to the nature of ethical issues while taking Organization decisions
- To develop a capacity for ethical reasoning and to apply them in Organization contexts
- To understand on an Organization Leader reacts to various ethical issues and takes decisions

**Unit I Introduction: The nature of Leadership and its Participative Nature, Delegation and Empowerment (6 Hrs)**

*Level of Knowledge:* Understanding the nature of Leadership, its effectiveness and its Level of Conceptualization

Nature and Definition of Leadership, its nature and effectiveness, its level of Conceptualization, the consequences, Normative Decisions and its applications, Delegations and its applications and the Perceived Empowerment.

**Unit II Power and Influence and the Charismatic and Transformational Leadership (6 Hrs)**

*Level of Knowledge:* Understanding the concepts of Power and Influence and the various elements of Charismatic and Transformational Leadership

Concept of Power and Authority, types of power, its acquisitions and its consequences, use and effectiveness of power and influence.

**Unit III An essence of Leadership Theories and its applications and skills, Leadership in Teams and Decision Groups and Creating Ethical Leadership (6 Hrs)**

*Level of Knowledge:* Understanding the various Theories of Leadership, Building and Developing Effective Ethical Leadership Skills

Various Contingency Theories and Models and its Evaluation, Nature of Teams and the Determinants of Team Performance, Leadership, Procedures and its Applications, Decision making in groups and its applications, Leadership Training & Training Program, Ethical Leadership, Gender & Leadership Cultures and Managing Culture and Diversity.

**Unit IV Business Ethics its Values and its Code (3 Hrs)**

*Level of Knowledge:* Conceptual and Basic understanding of Managing and performing ethics in business

Nature of business ethics and values, Sources of ethical and philosophical systems, cultural experience and legal system. Factors influencing business ethics – leadership strategy and performance, environment corporate culture, individual characteristics, Managing codes of ethics, ethics committees, hotlines, ethics training programs and laws enforcing ethical conduct.

**Unit V Functional Areas of Management and Ethics (6 Hrs)**

*Level of Knowledge:* Conceptual Presentations.

Ethics in HRM – Cash and incentive plans, performance appraisal, employment and privacy issues, restructuring and layoffs, wages empowerment of the weakest.

Ethics in marketing – Process relative ethics, product relative ethics, competition relative ethics

Ethics in finance and accounting – investment decisions, disclosure norms, insider trading norms.

Ethics in production and operations management – Worker safety, product safety, quality, environment and worker's rights.

**Unit VI Ethics in Business Discipline (3 Hrs)**

*Level of Knowledge:* Conceptual and Analysis

Ethics in global business – ethical principles governing global business, ethics relation to adapting host countries culture and norms, issues relating to negotiations and providing access to less developed countries, avoiding sanctions, protection of intellectual properties. Pressures for ethical convergence, ethical principles governing global business.

**[Total 30 Hours]**

### **Skill Development**

1. Practical issues in the Functional areas of Leadership, Business Management and Ethics.
2. Group Presentations
3. Understanding Organizations situation practically

### **Core Text**

1. Hartman Laura P., (2008). *Perceptiveness in Business Ethics*. McGraw – Hill International Publications.
2. Gary A. Yukl, (2008). *Leadership in Organizations*. Pearson.

### **Reference**

1. Chakraborty S.K., (1999). *Ethics in Management – Vedantic Perspective*. Oxford University Press.

### **Expert Member**

Dr. Subhash Sharma  
Director  
Indian Business Academy  
Banagalore.

# **CURRICULUM**

## **YEAR - II**

### **Trimester – V**

#### **FINANCE**

## **MBA 502 Wealth Management**

**2 credits**

### Description

With financial planning emerging as a very prospective career opportunity, wealth management course introduces the students to the nuances of various investment avenues, life cycle of investors, their objectives and asset allocation. This course brings in the application of various concepts which has been learnt in other courses.

### Learning Objectives

- To provide students with a conceptual and analytical framework of evaluating a security.
- To provide students with a conceptual and analytical framework of different financial instruments, their risk and returns and strategies in managing funds.
- To familiarize students with portfolio management techniques that challenge a financial manager.

### Pedagogy

Class room lectures, Role play, Case study, Problem solving, Web exercises and Project work

### **Unit I Financial Planning and Wealth Management**

**(5 Hrs)**

#### *Level of Knowledge: Conceptual and Working*

Introduction to financial planning, Life cycle analysis, Financial planning process, Introduction to investments, Investment management process, Planning for future – College funding, Systematic investments, Retirement planning and Estate planning, Structuring financial plans, Introduction to wealth management - Basics – Role of banks – Importance of wealth advisory - Role of private banker – HNWI – Drivers of wealth – Global perspective – Indian perspective – Wealth management process – Wealth creation cycle – Critical issues, Introduction to asset class, Computation of risk and return.

### **Unit II Relationship Management**

**(3 Hrs)**

#### *Level of Knowledge: Conceptual and Working*

Basics – Process – Client segmentation – Profile – Expose – Strategize – Execute – Monitor – Review – Strategic value formula – Effective communication and Negotiation



**Unit III Financial Products (7 Hrs)**

*Level of Knowledge: Conceptual and Working*

Common stock and preferred stock, Money market securities, Bonds - Treasury, Government, Mortgage backed securities, Corporate and municipal bonds, Convertible and zero coupon bonds, Insurance cum investment products, Mutual funds – ETF and REIT and Derivative products – Options and futures. Valuation of common stocks, Preferred stocks, Debt instruments and derivatives

**Unit IV Asset Allocation and Strategies (5 Hrs)**

*Level of Knowledge: Conceptual and Working*

Asset allocation decision, Equity portfolio strategies – Active vs passive, Management strategies, Value vs growth investing, Asset allocation strategies, Derivative strategies – Using index options, Stock options, Index futures and stock futures in hedging, speculation and arbitrage, Bond portfolio management strategies – Passive – Buy and hold, Indexing – Active – interest rate anticipation, Valuation analysis, Credit analysis, Yield spread analysis and Bond swaps – Core plus management strategy – Immunization strategies.

**Unit V Alternative Investments (5 Hrs)**

*Level of Knowledge: Conceptual and Working*

Hedge funds – Private equity funds – Venture capital funds – Real estate – Precious metals - Art

**Unit VI Evaluation and Investment Philosophies (5 Hrs)**

*Level of Knowledge: Conceptual and Working*

Composite equity portfolio performance measures – Treynor's ratio, Sharpe's ratio, Jensen's measure and Fama's measure, Components of investment performance – Selectivity, Diversification and risk, Asset class distribution analysis, Evaluation of bond portfolio performance.

Benjamin Graham., Warren Buffet and Peter Lynch, *Investment Philosophy*.

**[Total 30 Hours]**

**Reference Books**

1. Ashiya Manish., *Wealth Management*. ICFAI Press.
2. Facrber Esme., *All about Investing*. Tata McGraw – Hill Publications.
3. *Introduction to financial planning by Indian Institute of Banking & Finance*. Taxmann Publications P Ltd.

4. Dun & Bradstreet.,( 2009). *Wealth Management*. New Delhi: Tata McGraw Hills Publications.
5. Kapoor Jack R., Dlabay L R, Huges R J,(2008). *Personal Finance*, New Delhi: Tata Mc-Graw Hills Publications.

**External Expert Advisor:**

Mr.Bishal Chhetri, Founder Director  
East Meridian Wealth Management Services P Ltd, Bangalore.

## **MBA 503 Insurance**

**2 Credits**

### Description

This is a finance elective course. The course gives a basic knowledge about the uniqueness of the Insurance business. It enables the participants to understand the multi disciplinary functions of an Insurance organization. The course creates the interest among the participants in the emerging areas like Underwriting, Actuarial, Legal and Loss assessment.

### Learning Objectives

Multiple pedagogies and active course participants should make this course as useful foundation for continued professional development in the area of Insurance Sector.

- To sensitize the students to various aspects of risk management through the vehicle of insurance.
- To study the structure of insurance products
- To enable the participants to learn the distinction between risk management, General Management from insurance management.
- To understand paid-up values, surrender values, loan values & non-forfeiture regulations.
- To describe the evidences that indicates intense competitions in the insurance industry.
- To outline the most likely changes in the future environment of insurance industry.

### **Unit I Introduction and Overview**

**(3 Hrs)**

#### *Level of Knowledge: Conceptual and Basic*

General Management risk like risk arising out of fire, marine, commercial, earthquake, strike and riot and life risk and management of such risks.- Historical development of risk management, ORM Model of risk management. Basic categories -types of pure risk – handling risk – insurable risk – types of insurance - Risk Management - Objectives – steps.

### **Unit II Insurance Concepts**

**(7 Hrs)**

#### *Level of Knowledge: Conceptual and Working*

Overview of Insurance - Place in financial system – concept & role – purpose & need – social security – role in economic development – regulations – Fundamental Principles - life - Indemnity – insurable interest – subrogation –

utmost good faith – contracts - Contract conditions – insurable interest – assignment – limitations – contribution – proximate cause

**Unit III Life Insurance Products**

**(4 Hrs)**

*Level of Knowledge: Conceptual and Working*

Life Insurance Products –Term – endowment – money back – Unit linked – whole life – annuities - Options – riders – guarantees – group – pension – rural – social

**Unit IV General Management Insurance Products**

**(6 Hrs)**

*Level of Knowledge: Conceptual and Working*

General Management insurance products – Fire – marine- Motor-third party – personal accident- Liability: Employers’ liability, Public Liability- linked to other types of insurance such as property, marine etc., Product Liability, Professional Indemnity. Property damage: residential building, moveable property, commercial building, land vehicles, marine craft and aircraft. Financial Loss: Pecuniary loss, Fidelity guarantee, Business interruption cover (consequential loss). Health Insurance.

Reinsurance: Proportional Reinsurance – quota share, surplus. Non-Proportional Reinsurance- Excess of loss, Stop loss.

**Unit V Underwriting**

**(3 Hrs)**

*Level of Knowledge: Practical Working*

Documents & Premiums - Proposal – policy – renewals – claims – endorsements – premium calculations - benefits - Underwriting - Rating risk – premium fixing. Underwriting and Actuarial Framework: Basics of underwriting in Life, General Management and Reinsurance; Importance of Actuarial Framework in Insurance (scope and basic application); Premiums and Product Pricing (basic difference in Life and General Management Insurance methodology); Asset Liability Management (basic difference between General Management and Life insurance); Valuations of Insurance company and solvency.

**Unit VI Indian Insurance Market**

**(2 Hrs)**

*Level of Knowledge: Conceptual and Working*

Processes - Structure – prospecting – sales – proposal – queries – underwriting – policy renewals – claims - benefits - Sales & Marketing - Channels – advertising – strategies – competition.

Insurance market in India- Private life insurance companies in India, Private General Management Insurance companies in India, Private Reinsurance companies in India, Basic IRDA regulations for Insurance companies.

**Unit VII Financial Planning**

**(2 Hrs)**

*Level of Knowledge: Conceptual and Working*

Financial Planning - Needs analysis – life cycle planning – asset allocation – risk covers – taxation

**Unit VIII Regulations**

**(3 Hrs)**

*Level of Knowledge: Conceptual and Working*

Regulations - Insurance acts – code of conduct – agents – agency law – commission structure - Advisors - Role – functions – requirements – sales – key success factors

**[Total 30 Hours]**

**Reference Books**

1. Life Insurance – IC 33 – Insurance Institute of India
2. General Management Insurance – IC 34 - Insurance Institute of India – select chapters
3. George, R. E. (2008). *Principles of risk management and insurance* (10<sup>th</sup> ed.). Pearson Addison Wesley.
4. Vaughan, E. J., & Vaughan, T. (2012). *Fundamentals of risk & insurance* (9<sup>th</sup> ed.). Wiley India.
5. *The Actuary India Magazine* from the Institute of Actuaries of India.

**External Expert Advisor**

Mr.Mahidhara Davangere V  
MBA,MFC,Msc(Maths),DAT(UK)  
Corporate Investment Consultant  
Pramartha Investment Partners  
Bangalore

**Websites:**

Insurance companies in India

## **MBA562 Mergers, Acquisitions and Restructuring**

**2 Credits**

### Description

This course is offered as finance elective. This course aims to understand the corporate strategies from mergers and acquisitions perspective. Different issues concerning valuation during M&A forms a part of this course learning. The legal and regulatory issues being so important to M&A, forms a part of the course learning.

### Learning Objectives

- To expose the students to the criticality of emerging field of Mergers, Acquisitions and Corporate restructuring through
  - Master the language and processes of M&A
  - Identify M&A issues worth attention.
  - Analyze an M&A transaction rigorously.
  - Develop a concept, design a deal, and present a proposal for an M&A transaction.
  - Form an opinion about a proposed deal.
- To provide the students with orientation of modalities to procedural perspectives of the M&A issues including the regulatory compliances, RBI and SEBI guidelines, other legal aspects and the financial aspects.
- To provide cohesive and coherent understating of the HR and the Strategy issues based on case study methodology.
- To provide students with opportunity of interacting with experts in the area for soliciting solutions to their present and potential business concerns.

### **Unit I Overview of Corporate Restructuring**

**(3 Hrs)**

#### *Level of Knowledge – Conceptual and Basic*

Introduction. History of Merger Movements. Forms of Corporate Restructuring: Expansions, Mergers and Acquisitions, Tender Offers, Joint Ventures, Sell Offs, Spinoffs, Split offs, Split ups, Divestitures, Employees Stock Option Plans (ESOPs), Equity Carve Outs, Master Limited Partnership (MLP). Corporate Control Premium, Buybacks, Standstill Agreements, Leveraged Buyouts.

### **Unit II Overview of Mergers and Acquisition**

**(4 Hrs)**

#### *Level of Knowledge: Conceptual and Basic*

*Merger Process:* Five-stage model. Economic rationale for M&A. Major types of Mergers- Horizontal mergers - Vertical mergers - Conglomerate mergers - Concentric Mergers. Framework for analysis of mergers. Organization learning and organization capital. The Role of industry life cycle, Product life cycle in M&A.

**Unit III Cost and Benefit of Merger (4 Hrs)**

*Level of Knowledge: Working Knowledge*

Cost and benefit analysis of merger (mergers as a capital budgeting decision) - Share exchange ratio - Problems of calculating pre and post merger performances.

**Unit IV Theories of Mergers (3 Hrs)**

*Level of Knowledge: Conceptual and Working Knowledge*

*Theories of merger* : Efficiency theories - Differential efficiency - Inefficient management - Operating synergy - Pure diversification - Financial synergy - Strategic realignment to changing environments - Undervaluation - Information and signaling - Agency problems and managerialism - Hubris hypothesis.

**Unit V Valuation (10 Hrs)**

*Level of Knowledge: Conceptual & Working Knowledge*

Multiples – various kinds of multiples and how to view this from the perspective of M&A. What are the factors which impact the multiple and how to find the right multiple to value the company. Risk free rate of return – Key things to remember while doing cross border M&A. Beta- What factors impact beta. Levered and unlevered beta. Valuation during special situation of M&A- growth companies, distress companies, stable growth companies, listed and unlisted companies, volume and liquidity discount, companies with negative cash flows, cash risk companies, IRR expectations, control premium. Valuation for cash Vs stock deals. Common mistakes / biases at the time of valuation. Negotiation for valuation in M&A deals – convert structure, warrant structure and other ways of structuring options. Special situation in valuation – SEBI valuation rules, takeover code valuation rules, FDI valuation rules.

**Unit VI Legal and Cultural Aspects in Merger (3 Hrs)**

*Level of Knowledge: Conceptual*

Organizational and human aspects – managerial challenges of M & A - - Legal and regulatory frame work of M & A – provisions of company's act 1956 - Indian Income Tax act 1961 - SEBI takeover code

**Unit VII Take Over Defenses (3 Hrs)**

*Level of Knowledge: Conceptual & Working Knowledge*

Takeover defenses – financial defensive measures – Coercive offers and defense – anti-takeover amendments – poison pill defense.

**[Total 30 Hours]**

**Skill Development**

1. Group presentations on various options of merger financing.
2. Practical problems in appraisal techniques
3. Case studies
4. Presentations on merger news updates.

### **Prescribed Texts**

- 1 Weston., Fred,( 2001). *Mergers & Acquisitions*. McGraw Hill.
- 2 Galpin., Timothy J, Herndon, Mark. JosseyBass,( 2007). *The Complete Guide to Mergers and Acquisitions: Process Tools to Support M&A Integration at Every Level*. 2nd edition.
- 3 Feldman, Mark L / Spratt, Michael Frederick., (1999 ). *Five Frogs on A Log: A CEO's Field Guide to Accelerating the Transition in Mergers, Acquisitions, and Gut Wrenching Change*. 1st edition, New York: Harper Business.

### **References**

1. (2001).*Harvard business review on mergers and acquisitions*. Boston: Harvard Business School Press.
2. Burrough., Bryan, Helyar, John,( 1990). *Barbarians at The Gate: The Fall of RJR Nabisco*. 1 st e, New York: Harper & Row;. xvi, 528 p., 32 p of plates ISBN: 0060161728. Collins Business 2008.
3. Gaughan., Patrick A, (2010 ). *Mergers-What Can Go Wrong and How to Prevent it*. 1st edition, Wiley Finance.
4. Damodaran., Ashwath,( 2009), *Damodaran on Valuation*. 2e, John Wiley.
5. Gaughan., Patrick A,( 2009). *M&A and Corporate Restructuring*. Wiley.

### **External Expert Advisor:**

Mr.Amit Kumar Rathi  
Vice President  
Unitus Capital  
Bangalore

### **List of Case Study:**

1. Oracle's Acquisition of peoplesoft
2. The Adidas Reebok merger
3. eBay's acquisition of skype: Will the 'Gamble' Work?
4. HP compaq: A failed merger?
5. The Gucci LVMH battle
6. The Polaris Orbitech Merger
7. Valuing Sify's Acquisition of India world
8. Holcim's Acquisitions in 2005
9. The Morgan Stanley Dean Witter Merger
10. Disney's Acquisition of Pixar
11. News Corp in 2005: Consolidating The DirecTV Acquisition
12. Tata Tetley: Managing the Tetley Acquisition
13. AT&T in 2005: Merging With SBC
14. RightNow Technologies (Harvard Business School Case)
15. Jet Airways' Attempted Acquisition of Air Sahara



## **MBA 574 Strategic Financial Management**

**2 Credits**

### Description

This paper is offered as a finance elective for the MBA programme. It develops an insight into the strategic aspects to investments. It goes beyond the conventional valuation metrics and focuses on value creation from investors perspective. The importance of managerial compensation, agency problems and ethics are learnt in this course.

### Learning Objectives

- To provide students with a conceptual and analytical framework of strategic financial management.
- To enable the students to build further on the concepts which were learnt through traditional valuation techniques.

### **Unit I Strategy and Business Model**

**(2 Hrs)**

#### *Level of Knowledge: Conceptual*

Concept of Strategy; Corporate Strategy; Diversification and Value Creation; Business Level Strategies; Business Model; Innovative Strategies and Business Models.

### **Unit II Corporate Objective**

**(4 Hrs)**

#### *Level of Knowledge: Conceptual*

Logic of Shareholder Wealth Maximization; Limitations of the Shareholder Wealth Maximization Principle; Stakeholder Theory; Enlightened Value Maximization; Corporate Social Responsibility; Creation of Shared Value; Triple Bottom Line.

### **Unit III Strategic Financing Decisions**

**(4 Hrs)**

#### *Level of Knowledge: Conceptual and Working*

Capital Structure and Value in a Perfect World; Imperfections and Capital Structure; Signaling Theory; Tools for Developing an Effective Capital Structure; Guidelines for Capital Structure Planning; Dividend Policy and Firm Value; Implications of Real World Imperfections; Dividend Policy Formulation; Rationale and Objections to Share Buybacks; Share Buybacks and Valuation.

**Unit IV Capital Allocation (4 Hrs)**

*Level of Knowledge: Conceptual and Working*

Strengthening the Links Between Strategy and Capital Budgeting; Bridging the Gulf Between Strategic Planning and Financial Analysis; Investment in Capabilities; Real Options; Investment Timing Strategy; Management of Capital Projects; Disciplining the Capital Budgeting Process for Small Ticket Items; The Post-Audit.

**Unit V Value Based Management (10 Hrs)**

*Level of Knowledge: Conceptual and Working*

Methods and Key Premises of VBM; Marakon Approach; Alcar Approach; Mckinsey Approach; Stern Stewart Approach; BCG Approach.

Traditional measures of EPS, ROI, EBIT, EBITDA, ROCE, RONA etc. New metrics of Market to Book Ratio (MBR), Total shareholder Return (TSR), Total Business Return (TBR), Market Value Added (MVA), Economic Value Added (EVA), Future Growth Value (FGV), Cash Value Added (CVA), Cash Flow Return on Investment (CFROI) and the Balanced Score Card (BSC).

Lessons from the Experiences of VBM Adopters.

**Unit VI Strategic Cost Management (4 Hrs)**

*Level of Knowledge: Conceptual and Working*

The Guiding Principles of Strategic Cost Management; Strategic Cost Management – Key concepts; Cost Drivers – Strategic Views; Value Chain Analysis; Instruments of Strategic Cost Management – Activity Based Costing and Management; Target Costing; Life Cycle Costing; Bench Marking.

**Unit VII Corporate Governance (2 Hrs)**

*Level of Knowledge: Conceptual*

Divergence of Interest; Types of Corporate Governance Mechanisms; Key Principles of Good Corporate Governance; Corporate Governance Around the World; Board of Directors; Auditing; Investor Communication; Incentive Compensation.

**[Total 30 Hours]**

**Skill Development**

1. Working out Value metrics for companies using 'Prowess' data base and using excel.

### **Prescribed Text**

1. Chandra, P. (2011). *Corporate valuation and value creation*. New Delhi: Tata McGraw-Hill.

### **References**

1. Jakhotiya, G. P. (2011). *Strategic financial management* (2<sup>nd</sup> ed). Noida: Vikas Publishing House.
2. Damodaran, A. (2010). *Applied corporate finance: A user's manual* (2<sup>nd</sup> Ed). New Delhi. Wiley India.
3. Goel, M. (2011). *Strategic financial management*. New Delhi. Wiley India.
4. Smith, C. (1990). *The Modern Theory of Corporate Finance* (2<sup>ND</sup> Ed). New Delhi: Tata McGraw-Hill.
5. Young, S. and O'Byrne, S. (2000). *EVA and value-based management: A practical guide to implementation*. New Delhi: Tata McGraw-Hill.
6. Copeland, T. E.; Weston, J. F. and Shastri, K. (2005). *Financial theory and corporate policy* (4<sup>th</sup> ed). New Delhi: Pearson Education.

### **External Expert Advisor**

Mr.Amit Kumar Rathi  
Vice President  
Unitus Capital  
Bangalore

Useful Web Links:

[www.mckinsey.com](http://www.mckinsey.com)

[www.sternstewart.com](http://www.sternstewart.com)

[www.marakon.com](http://www.marakon.com)

[www.bcg.com](http://www.bcg.com)

[www.lek.com](http://www.lek.com)

**MBA 578      Small and Medium Enterprise (Add-On / Optional Course)      1 Credit**

Description

This course is offered as an add-on / optional to the students of MBA programme (mainly Finance Group) to provide a practical understanding of various issues connected to Small and Medium Enterprises including setting up of, financing, legal issues and rehabilitation. Funding SME by banks is gaining importance in view of the important role that SMEs are playing in the overall growth of our Indian economy. Providing such a course will offer our students a cutting edge while aspiring to have a career in a bank.

Learning Objectives

- To understand various issues while setting up a SME by an entrepreneur
- To gain knowledge of appraising a SME proposal from marketing and finance perspective and funding
- To learn the rehabilitation issues connected with SMEs

**Unit I   SME Concepts**

**(1 Hrs)**

Level of Knowledge – Working Knowledge

Nature and development of Entrepreneurship in SME business. Entrepreneurial decision process – Components of industrial activity and its characteristics – Role of SMEs – Concepts and definition of SME – The Micro, Small and Medium Enterprises Development Act, 2006. Institutional support for SMEs- Government Policy regarding SMEs in India. Growth and performance of SMEs.

**Unit II   Financiers Appraisal Of Sme Proposal From Marketing Perspective (2 Hrs)**

Level of Knowledge – Working Knowledge

Marketing concepts relevant to SMEs (Ring Toss Game) – Starting the business – Basic business idea and innovation – Opportunity recognition – Choice of product- Planning and development process -Market segmentation and its relevance to SME. Product mobility and diversification. Nine successful brand strategies to build winning brands.

**Unit III   Legal Issues For SMES**

**(1 Hr)**

Level of Knowledge – Working Knowledge

Legal issues in setting up the organizations with respect to various forms of organizations. Statutory registrations and clearances required for setting up a

SME. SARFASI Act. Equitable mortgage, pledge and hypothecation- the legal issues involved.

**Unit IV Project Appraisal And Preparation (3 Hrs)**

Level of Knowledge – Working Knowledge

Techno economic feasibility studies. Man Machine Materials utilization. Assessment of plant capacity. Inventory control and materials management- Just in time production, planning and control. Make or Buy decision. Costing, Pricing and Productivity mix. Working Capital assessment- Balance Sheet preparation and analysis- Cash Flows relevant for loan sanctions- Application and relevant format. The aspects which a bank look for in a proposal before sanctioning.

**Unit V Financing A New Venture (3 Hrs)**

Level of Knowledge – Working Knowledge

Sources of capital – overview. Debt or Equity financing. Internal or external funds. Funding from banks and financial institutions. Various schemes and type of loans: Cash Credit Loans, Medium and Short term loans, Collateral Free Loans- Clean Cash Credit and Clean Term Loans, Composite Loans, Pre-shipment and Post-shipment export packing credit, Non fund based loans - LC / Guarantees, SME Transport Operators financing schemes, Mortgage loans. Relevance of bank credit rating in appraisal and sanction. CRISIL and ICRA credit rating agencies, Government and Developmental agencies support.

**Unit VI Rehabilitation of Sick SMES (1 Hr)**

Level of Knowledge – Working Knowledge

Stresses and strains of a SME entrepreneur (a game). Problems for SME- Sickness in SME- Criteria to identity sickness, causes, symptoms and remedial measures of sickness. Rehabilitation packages.

**Other Learning Methods (9 Hrs)**

- a. MANAGEMENT GAME: Students (as a team) will create a venture model and run the same. The team that crosses all hurdles within the given time frame and makes the maximum profit (without incurring losses) is the winning team.
- b. CASE STUDIES: On Marketing, Finance and Sickness of SMEs.
- c. MINI PROJECT WORK which would develop a project report suitable to be submitted to banks for loan consideration. This involves field work to identify customer preferences and market potential.
- d. INTERFACE with the Head of Credit Processing Cell of a leading bank like SBI.

**[Total 20 Hrs]**

**Prescribed Text:**

There is no prescribed text for this course. Self made materials would be provided to the students by the resource person.

Web References:

<http://msme.gov.in/>

<http://www.fisme.org.in/>

<http://www.wasmeinfo.org/>

<http://www.techsmall.com/index.htm>

<http://www.ficci.com/>

**External Expert Advisor and Resource Person:**

Mr. Ramakrishnan

Ex Chief Manager, State Bank of India.

The course would also be offered to the students subject to availability of the above or appropriate resource person(s) and a certain minimum number of student participants as would be decided by the Director, CUIM.

**Evaluation:**

The evaluation would be done by the resource person through project works, class participation and other assignments prescribed from time to time during the conduct of the course.

# **CURRICULUM**

## **YEAR - II**

### **Trimester – V**

#### **GENERAL MANAGEMENT**

## **MBA 511 Business Analysis – II**

**2 Credits**

### Description

The purpose of this course is to provide the students with a deep understanding of the approach, tools, techniques and best practices required to facilitate definition of Stakeholder Requirements for IT solutions to business problems. This course will coach students on how to elicit, analyze, model, document, and validate Stakeholder Requirements to a solution.

### Learning Objectives

- To understand software engineering and various SDLC methodologies
- To understand requirements, the three types of requirements and their inter-relationships
- To understand business processes, their modeling, analysis and design
- To understand the nuances involved in eliciting stakeholder vs. solution requirements
- To learn how to define the scope of the solution using visual modeling technique called scope modeling
- Visualizing System processes using use case modeling technique
- Understanding the information to be maintained using the business domain modeling technique

### **Unit I Overview of Software Development Life Cycles (SDLC) (3 Hrs)**

Level of Knowledge: Conceptual and Basic Understanding

- What and Why SDLC?
- Traditional Models – Waterfall & V
- Iterative Models – Spiral
- Unified Processes – RUP
- Agile Framework

### **Unit II Introduction to Requirements (4 Hrs)**

Level of Knowledge: Conceptual, Basic Understanding and Case Study

- What is Requirement?
- Types of Requirements – Business, Stakeholder, Solution (Functional & Non-Functional) and Transition Requirements
- Attributes of good quality requirements
- Requirements Attributes
- Documenting Requirements (Req. Portfolio)

**(4 Hrs)**



### **Unit III Introduction to Business Process Modeling**

Level of Knowledge: Conceptual, Analytical and Case Study

- What is Requirement?
- Types of Requirements – Business, Stakeholder, Solution (Functional & Non-Functional) and Transition Requirements
- Attributes of good quality requirements
- Requirements Attributes
- Documenting Requirements (Req. Portfolio)

### **Unit IV Eliciting Stakeholder and Functional Requirements (4 Hrs)**

Level of Knowledge: Conceptual and Case Study

- Approach to eliciting Stakeholder Req. (distinguish it from eliciting Business Requirements)
- Approach to eliciting Functional Req. (distinguish it from eliciting Stakeholder Requirements)
- Staying at the right level of depth
- Managing conflicts

### **Unit V Scope Modeling (4 Hrs)**

Level of Knowledge: Conceptual, Analytical and Case Study

- Understanding Solution Scope and distinguishing from Project Scope
- Conceptual Understanding of the terms “Actors”, “System”, “Sub System” and “External System”
- Developing Level 1 Context Diagram
- Developing Level 2 Context Diagram
- Distinguishing Context Diagrams from Architecture Diagram

### **Unit VI Use Case Modeling (5 Hrs)**

Level of Knowledge: Conceptual, Analytical and Case Study

- What is Use Case?
- Use Case Modeling principles – Actor, Association and Use Cases
- Use Cases relationships (Includes / Extends) Defining Capability

### **Unit VII Business Domain Modeling (5 Hrs)**

Level of Knowledge: Conceptual, Analytical and Case Study

- What & Why Business Domain Modeling
- Basic Principles: Actors, Workers, Entities, Association
- Advanced Principles: Generalization, Aggregation, Composition

**[Total : 30 Hours]**

### **Skill Development**

1. Process Modeling Skills
2. UML Modeling skills
3. Requirements elicitation and documentation skills

### **Prescribed Text**

1. IIBA® 2009. A Guide to the Business Analysis Body of Knowledge® Version 2.0 (BABOK® Guide, Version 2.0)
2. Bittner & Spence. Use Case Modeling; Addison Wesley

### **References**

1. Barbara, A. Carkenord. *Seven steps to mastering business analysis*. J. Ross Publishing.
2. Hull, Jackson., & Dick. *Requirements engineering*. Springer.
3. Krutchtenm, Phillippe., & Kroll. *Rational unified process*. Addison Wesley.
4. Pressman, Roger. *Software engineering: A practitioner's approach*. McGraw-Hill.
5. Robinson, Mike., & Ullah, Philip. *A Practical guide to BPR*. Grower.

### **External Experts**

- |  |  |
|--|--|
| 1. Dr. Viswanath N.S.<br>Director<br>Bhavan Marshall Institute of Management<br>Race Course Road<br>Bangalore. | 2. Mr. Giri Narayanan<br>Director – HR<br>GE Power,<br>Bangalore |
|--|--|

## **MBA 512 Governance and Compliance**

**2 Credits**

### Description

The main aim of this subject is to provide legal inputs to the management students. It emphasizes the need of legal knowledge for future managers. Students develop legal skills which are needed for a Generalization specialist in managing companies. Students of General Management should develop the skill and knowledge of understanding the legal aspects of issues involved in day to day life of employees and they should be in a position to guide management to deal with social and governmental issues which is becoming a challenging task now a days.

### Learning Objectives

- To describe the different aspects of business environment in which a manager will be operating right from recruitment to exit interview and the legal issues involved.
- Alerting employees regarding legal issues which they might be getting involved knowingly or unknowingly and to know about their rights and duties in an organization.
- Assisting female employees in knowing their rights and duties.
- To understand the changing work environment and business operations and legal issues involved in it.
- To deal with stakeholders and to increase goodwill of the organization in the market.

### **Unit I Security Legislations**

**(8 Hrs)**

Factories Act, 1948: Objectives, Scope, Definitions [ Factory, Worker, Hazardous process, Occupier], Approval, licensing and registration of factories, General Management duties of the occupier, General Management duties of manufacturing, Health, Safety and Welfare to be provided by the employer, Working hours of Young persons, Adults and Women, Annual leave with wages for employees, Penalties

Payment of Wages Act: [Definitions: Industrial Establishment, Wages], Responsibility, Time and deductions for payment of wages, Recovery of Amount, Appeals, Conditions where attachment of property can be made, Penalties.

Payment of Bonus Act: [Definitions: Accounting year, Allocable surplus, available surplus, direct tax, employee, employer, Wage], Computation of gross profits, Computation of available surplus, Eligibility and disqualification for bonus, Minimum and Maximum Bonus, Set on Set Off of allocable surplus, Time limit for payment of bonus, Calculation , Forfeiture of Bonus and Bonus in case of New Establishments, Penalties.

Maternity Benefit Act: Scope of the act, Definitions [Child, Delivery, Employer, Establishment, Miscarriage, Wages], Prohibition of Employment, Right to

Maternity Benefit, Payment of maternity benefit in certain cases, Dismissal during absence of pregnancy, Leave and nursing breaks, Penalties.

**Unit II Welfare Legislations**

**(14 Hrs)**

Employees State Insurance Act, 1948: Objectives, Definitions [Benefit period, confinement, Contribution period, dependant, employment injury, Employee, Exempted Employee, Immediate employment, Disablement (partial and permanent, wages, exclusion of wages), Applicability of the act, Contribution and Contribution calculation, Registration of establishments, Benefits, Restrictions, Protection, Penalties.

Provident Fund Act: Objectives, Definitions [ Authorized officer, Basic Wages, Contribution, Controlled industry, Employer, Employee, Exempted Employee, Recovery officer], Employee Provident Fund Schemes, Contributions, Statutory rate of contribution, retaining allowance, calculation], Employees Pension Scheme: Establishment of Employees Pension Fund, Grant By central Government, Employees Deposit Linked Insurance Scheme, Framing and its functioning, circumstances under which employers contribution can be recovered, Attachment of properties, Penalties: Offences by companies.

Payment of Gratuity Act: Scope of the act, Applicability of the act, Definitions [ Completed years of service, Employee, Wages, Retirement, Controlling authority, employer, employee, Superannuation, Family], Payment of gratuity on termination, forfeiture of gratuity, compulsory insurance and payment of gratuity, nomination, determination and recovery of gratuity, Penalties.

Equal Remuneration Act, 1976: Scope and Application of the Act, Definitions [ Remuneration, Same work or work of similar nature, Similar work is not the same work], overriding effect, Equal remuneration to Men and Women Workers, Prohibition of Gender Discrimination, Powers and Functions of authorities, Non applicability of the act.

**Unit III Disputes Settlement**

**(8 Hrs)**

Domestic Enquiry: Introduction, Definitions [ Domestic Enquiry], Preliminary Investigation, Stages involved in Conducting Disciplinary Enquiry, Framing of Charges and issue of charge sheet, Consideration of the workers explanation, Enquiry Notice, Suspension, with or without pay, Domestic Enquiry, Procedure for conducting enquiry, Rules of Natural justice, Enquiry Officer, Enquiry proceedings, Findings of the enquiry officer, Communication of Punishment

Industrial Disputes Act: Scope and Extent of the act, Definitions [ Industry, Industrial dispute, Individual and collective dispute, Average Pay, Employer, Independent person, Lay – off, Lock Out, Retrenchment, Strike, Unfair Labor Practices, Wage and Workmen], Procedure for settlement of industrial dispute, Prohibition of strikes and lockouts, Matters under the purview of Labour Court and Industrial Tribunal, Notice of change in conditions of service, Voluntary reference of disputes to arbitration, Award Settlement.

**[Total: 30 Hours]**

### **Skill Development**

1. Group presentations on various topics related to the subject, both conceptual and practical
2. Classroom discussions
3. Case studies –Analysis and discussion

### **Core Texts:**

1. Kapoor N.D., *Elements of Mercantile Law*, (2012). Sultan Chand Publications.
2. Singh B.D., *Labour Laws for Managers*, 2011, Excel Publications.

### **Referred Books**

1. *Law, Ethics and Communication*, ICAI (IPCC) Publication.

### **External Experts**

- |  |  |
|--|--|
| 1. Dr. Viswanath N.S.<br>Director<br>Bhavan Marshall Institute of Management<br>Race Course Road<br>Bangalore. | 2. Mr. Giri Narayanan<br>Director – HR<br>GE Power,<br>Bangalore |
|--|--|

## **MBA 513 Management Consulting**

**2 Credits**

### Description

Consultants are most sought after professionals when organizations require to evaluate and decide certain course of actions. Consulting spans all disciplines of management, from Marketing to Operations to Human Resources to Information Technology. There is an ever-increasing need for Consultants in the Industry and the profession can be practiced as part of Consulting companies or even as a freelancer. This course is designed to provide management consulting concepts and insight into the practice of consulting companies and professionals and equip students to pursue a career in Consulting or apply Consulting Concepts in their chosen profession.

### Learning Objectives

- Introduce Consulting Industry and Client Relationships
- Understand Consulting Skills and Competencies
- Understand planning and executing consulting projects

### **Unit I Introduction to the Consulting Industry and the Profession**

**(5 Hrs)**

Consulting Industry – History, Profile and Characteristics  
Consulting Company Essentials, Category and Range of Services  
Traits and Skills of Consultant

### **Unit II Marketing, Sales and Business Development**

**(3 Hrs)**

Business Development  
Client Acquisition  
Client Retention and Relationships

### **Unit III Project Execution and Financial Management**

**(6 Hrs)**

Project Governance, Risk and Execution Management  
Project Costing & Profitability  
Project Methodology, Tools and Techniques

**Unit IV Consulting Competencies**

**(8 Hrs)**

Hard Skills – Business Diagnosis, Problem Solving, Structured Thinking  
Innovation, Implementation, Benefit Realisation  
Soft Skills – Business Communication, Presentation, Proposal & Report Writing  
Personal Proficiency – Managing Ambiguity and Uncertainty, Intellectual  
Curiosity  
Working with Teams

**Unit V Driving Transformation**

**(4 Hrs)**

Transformation Management  
Change Management, Dealing with Resistance, Conflict Resolution  
Client Expectations and their perspectives

**Unit VI Career and Growth of a Consultant**

**(4 Hrs)**

Trends in Consulting  
Day in a Life of Consultant  
Career Prospects for a Consultant  
Entrepreneurship in Consulting

**[Total: 30 Hours]**

**Skill Development**

1. Case and Presentation Driven
2. A number of group exercises on Consulting Situations

**References:**

1. Biswas, Sugata. (2001). *Management consulting: A complete guide to the industry*, (2<sup>nd</sup> ed.). New Delhi : Wiley.
2. Rasiel, Ethan. M. (2008). *The mckinsey way by or the mckinsey mind, management of world's top strategic consulting firm*. (1<sup>st</sup> ed.). New Delhi: Tata Mc Graw - Hill Company Limited.
3. Toppin, Gilbert., & Czerniawska, (2005). *Business consulting, A guide to how it works*, (Edition Illustrated.). San Francisco CA, Pfeiffer: An Imprint of Wiley.

**External Experts**

- |  |  |
|--|--|
| 1. Dr. Viswanath N.S.<br>Director<br>Bhavan Marshall Institute of Management<br>Race Course Road<br>Bangalore. | 2. Mr. Giri Narayanan<br>Director – HR<br>GE Power,<br>Bangalore |
|--|--|

**MBA 514 Quality Management System**

**2 Credits**

Description

This paper is offered as a core subject in the fourth trimester. It emphasizes the importance of total quality management in all areas or segments of business and organizations. Students develop and specialize on the various approaches to quality, problem solving methodology like quality tools.

Learning objectives

- To assist in developing concepts, knowledge and skills for an integrated approach to Quality Management
- To expose to the latest tools and techniques in effective decision-making.
- To familiarize with the current practices in the field of QMS

**Unit I Quality Philosophy**

**(5 Hrs)**

Level of Knowledge – Conceptual and Basic

Quality Philosophies - Deming “14 Points” - Juran: TrilogY” - Crosby “Zero Defect” - Ishikawa “Next One in the Operation is the Customer”, Taguchi,

**Unit II Cost of Quality**

**(3 Hrs)**

Level of Knowledge – Working Knowledge

Cost of Quality - Discretionary Cost: - Prevention – Appraisal - Consequential Cost: Internal Failure - External Failure

**Unit III Introduction to TQM**

**(5 Hrs)**

Level of Knowledge – Conceptual

Total Quality Management – Concept - Comparison with Traditional Quality - Implementation of TQM - Malcolm Bald Ridge Award - TQM in Education

**Unit IV Quality Tools**

**(4 Hrs)**

Level of Knowledge – Working Knowledge

Management tools for quality

**Unit V Quality Systems**

**(5 Hrs)**

Level of Knowledge – Working Knowledge

Quality Circles, ISO 9000, ISO 14000



**Unit VI Lean Six Sigma**

**(4 Hrs)**

Level of Knowledge – Working Knowledge  
Six Sigma Tools, Integration with lean concepts

**Unit VII Current Trends**

**(4 Hrs)**

Level of Knowledge – Working Knowledge  
Best practices in Manufacturing & service industries

**[Total: 30 Hours]**

**Skill Development**

1. Group activities on 7 quality tools Practical problems.
2. Case studies
3. Presentations on TQM practices
4. Group activity on Kaizen and QFD

**Core Texts:**

1. Besterfield, D. H, & Besterfield, M.C., & et al. (2011). *Total Quality Management*. New Delhi: Pearson Publications.

**Reference Texts:**

1. Bedi, K. (2010). *Quality management*. New Delhi: Oxford Press Publications.
2. Bhatt, S. (2007). *Total quality management*. New Delhi: Himalaya Publications.
3. Evans, J. R. (2005). *Total quality management, organization, strategy*. New Delhi: Thomas South western Publications.
4. Gitlow, K. (2005). *Quality management*. New Delhi: The McGraw Hill Publications.
5. Logothetis, N. (2002). *Managing for total quality – from deming to taguchi and SPC*. New Delhi: Paperback.

**External Experts**

1. Mr. Sivanandam  
Director  
Thiruveni Consultants  
Bangalore
2. Mr. Jayathirta  
Managing Director  
Bulls Eye Ltd.,  
Bangalore

# **CURRICULUM**

**YEAR - II**

**Trimester – V**

**Human Resource**

**MBA 521 Human Relations Skills**

**2 Credits**

Description

The course is offered as a human resource elective in the second year. The course offers 19 skill areas under five major domains – intrapersonal effectiveness, interpersonal effectiveness, understanding and working in teams, and leading individuals and groups. It offers students a balance between theory and application. It provides tips and techniques as well as conceptual grounding to motivate participants to learn and apply a particular skill. This course is important because organizations are looking for employees with outstanding interpersonal skills to help them remain flexible and viable in today's competitive workforce.

Learning Objectives

- To provide students with opportunities to explore skills and to develop others as an effective human resource executive.
- To allow participants hands – on experience in the HR skills and increase their self efficacy in tasks and duties relating to human resource development and management.
- To develop participants' skills for influencing & managing individuals and groups, thereby enhancing human relations skills for improved performance at the workplace.
- To learn the various skills and practice them
- Helps assess level of effectiveness and enhance ones capability in each of the skills
- Engage in receiving feedback from others and encourage self-feedback for each skill

**Unit I**

**(4 Hrs)**

*Level of Knowledge: Conceptual, Understanding and Application*

Self Awareness, Self disclosure and trust – Personal & Interpersonal skills

**Unit II**

**(4 Hrs)**

*Level of Knowledge: Conceptual, Understanding and Application*

Goal Setting and self management

**Unit III**

**(4 Hrs)**

*Level of Knowledge: Conceptual, Understanding and Application*

Understand and working with diverse others and listening

**Unit IV** (4 Hrs)

*Level of Knowledge: Conceptual, Understanding and Application*  
Conveying and persuading others

**Unit V** (4 Hrs)

*Level of Knowledge: Conceptual, Understanding and Application*  
Negotiation and managing conflicts

**Unit VI** (4 Hrs)

*Level of Knowledge: Conceptual, Understanding and Application*  
Building teams , work groups and facilitating team success

**Unit VII** (4 Hrs)

*Level of Knowledge: Conceptual, Understanding and Application*  
Effective meetings, making decisions and solving problems

**Unit VIII** (4 Hrs)

*Level of Knowledge: Conceptual, Understanding and Application*  
Power, politicking, networking and mentoring

**Unit IX** (4 Hrs)

*Level of Knowledge: Conceptual, Understanding and Application*  
Coaching, providing feedback and project management

**Unit X** (4 Hrs)

*Level of Knowledge: Conceptual, Understanding and Application*  
Leading and empowering self and others

**[Total :30 Hours]**

**Skill Development**

1. Set of questions that relate to the learning objectives for each skill tested through Multiple choice Questions
2. Case study that helps participants understand how the skill (or lack thereof) applies in a real world situation

3. Strategies for learning and using the skills
4. Exercises are reflective and experiential
5. Role plays
6. Interactive lectures and individual and group tasks

**Practical Record:** Each student will maintain a practical record book duly signed by the facilitator after the completion of each skill. The record will contain the name of the skill, the conceptual frame work of the skill, at least two objectives to be achieved, at least two methods adopted for achieving the objectives, the results, the interpretation and discussion the results, the learning's from the skill and at least two action plan with follow up details.

No end term exam. The course is based on continuous evaluation on multiple components testing for conceptual knowledge, understanding and application of skills.

**Evaluation Pattern:**

1. 4 MCQ Tests - 50 marks
2. Practical Record – 10 marks
3. Individual Presentation- 10 marks
4. Group Presentation -10 marks
5. Written Assignment – 5 marks
6. Faculty assessment – 5 marks

**Prescribed Text**

1. De Janasz, S. C., Dowd, K. O., and Schneider, B. Z. (2012). *Interpersonal skills in organizations*. 3rd Edition, McGraw-Hill Irwin
2. Robbins, S.P and Hunsaker, P. L. (2012). *Training in interpersonal skills; Tips for managing people at work*. 45h Edition, PHI Learning Private Limited

**Reference Books**

1. Gallagher, K. (2011). *Skills development for business and management students*. Delhi: Oxford University Press.
2. Hegar, K. W. (2012). *Modern human relations at work* (11<sup>th</sup> ed.). Cengage Learning.
3. Wallace, H. R., & Masters, L. A. (2012). *Personality Development*, New Delhi: Cengage Learning.

## **MBA 566 Labor Laws II**

**2 Credits**

### Description

The course is offered as a human resource elective in the second year. The paper helps the students to understand the legal aspect of the Human resources in the organization. The paper develops the awareness about the various acts and legal compliances required for smooth functioning of the organization

### Learning Objectives

To make the students aware of

- The employers obligations under the statutes
- The employee/workers rights under the Acts
- Consequences of non compliance of the statutes
- The powers of the government/authorities under the Act

### **Unit I**

**(8 Hrs)**

#### **The Employees Provident Funds and Miscellaneous Provisions Act, 1952:**

Objectives, Definitions [ Authorized officer, Basic Wages, Contribution, Controlled industry, Employer, Employee, Exempted Employee, Recovery officer], Employee Provident Fund Schemes, Contributions, Statutory rate of contribution, retaining allowance, calculation], Employees Pension Scheme: Establishment of Employees Pension Fund, Grant By central Government, Employees Deposit Linked Insurance Scheme, Framing and its functioning, circumstances under which employers contribution can be recovered, Attachment of properties, Penalties: Offences by companies.

**The Employee State Insurance Act, 1948:** Objectives, Definitions [Benefit period, confinement, Contribution period, dependant, employment injury, Employee, Exempted Employee, Immediate employment, Disablement (partial and permanent, wages, exclusion of wages], Applicability of the act, Contribution and Contribution calculation, Registration of establishments, Benefits, Restrictions, Protection, Penalties,

### **Unit II**

**(6 Hrs)**

**The Workmen's Compensation Act, 1923:** Scope of the act, Definitions [Dependant, Employer, Disablement, Wages, Workman and Contract of Employment], Rules regarding employment [Personal injury by accident, Theory of notional extension], Occupational Diseases, Amount of compensation, Calculation of Compensation for [death, permanent total disablement, permanent partial disablement, temporary disablement], Compensation when due, distribution of compensation.

**The Payment of Gratuity Act, 1972:** Scope of the act, Applicability of the act, Definitions[ Completed years of service, Employee, Wages, Retirement, Controlling authority, employer, employee, Superannuation, Family], Payment of

gratuity on termination, forfeiture of gratuity, compulsory insurance and payment of gratuity, nomination, determination and recovery of gratuity, Penalties.

### Unit III

(8 Hrs)

**The Industrial Employment (Standing Orders) Act, 1946:** Objects, Definitions [ Employer, Industrial Establishment, Standing Orders], Scope of the Act, Establishments to which this act doesn't apply, Procedure for submission of draft standing orders, Procedure for certification of standing orders, Conditions for certification of standing orders, Payment of subsistence allowance, Penalties.

**The Trade Unions Act, 1926:** Scope of the act, Definitions [ Trade Dispute, Trade Union], Agreements not affected by the act, Procedure for registration of Trade Unions, Cancellation of registration of trade union, Duties and Liabilities of a Trade Union, Amalgamation and Dissolution of a Trade Union, Penalties.

### UNIT IV

(8 Hrs)

**The Industrial Disputes Act, 1947:** Scope and Extent of the act, Definitions [ Industry, Industrial dispute, Individual and collective dispute, Average Pay, Employer, Independent person, Lay – off, Lock Out, Retrenchment, Strike, Unfair Labor Practices, Wage and Workmen], Procedure for settlement of industrial dispute, Prohibition of strikes and lockouts, Matters under the purview of Labour Court and Industrial Tribunal, Notice of change in conditions of service, Voluntary reference of disputes to arbitration, Award Settlement

**The Maternity Benefit Act, 1961:** Scope of the act, Definitions [Child, Delivery, Employer, Establishment, Miscarriage, Wages], Prohibition of Employment, Right to Maternity Benefit, Payment of maternity benefit in certain cases, Dismissal during absence of pregnancy, Leave and nursing breaks, Penalties. Domestic Enquiry: Definition, Preliminary investigation, Rules of natural justice, procedure]

[Total: 30 Hours]

#### Core Texts:

1. Kapoor N.D. (2009). *Elements of mercantile law* (28<sup>th</sup> ed.). New Delhi: Sultan Chand Publications.
2. Singh, B.D. (2011). *Labor Laws* (1<sup>st</sup> ed.). New Delhi: Excel Books.

#### Referred Books:

1. *Law, Ethics and Communication*, ICAI (IPCC) Publication.

#### External Experts

1. Dr. Viswanath N.S.  
Director  
Institute of Management
2. Dr. Subhash Sharma, Director  
Indian Business Academy Bangalore.
3. Mr. Giri Narayanan  
Director HR Bhavan Marshall  
GE Power, Bangalore.

**MBA 569 Compensation Management**

**2 Credits**

Description

The course is offered as a human resource elective in the second year. Providing employees with compensation and benefits is the single largest budget component for most businesses, and, at the same time, a key to success or failure. Besides being a cost factor, the design of the compensation system has a major impact on a company's attractiveness to job seekers and the behaviour of current employees. The course provides a systematic guideline or "road map" for identifying and designing compensation systems that add value to organizations. Effective compensation systems are in line with the principles of both strategic management and the scientific study of human behaviour. Students will explore the theory, concepts, and methods used to design compensation and benefits systems in a way that contributes to achieving the goals of the organization and its individual members.

Learning Objectives

- Relate compensation management to behavioral theories and concepts and within the wider context of human resources management
- Identify the internal and external environmental factors that have an impact on the pay structure of an organization
- To educate the students on the theoretical foundations of reward and remuneration strategies in organizations.
- To explain to the students the issues in designing the reward systems, the methods and aims of different forms of payment systems; and
- To make students aware of the employers obligations under labor statutes governing wage and salary administration.

**Unit I Wage & Salary Administration**

**(8 Hrs)**

Level of Knowledge – basic, conceptual & application Knowledge

Concept of wages & salary, theories of Wages; Types of wages; Components of wages; Factors determining wages, Principles of wage administration, Wage fixation methods; Rewards, incentives & Fringe benefits, Types of incentive plans & their merits & demerits

**Unit II Wage Legislations**

**(7 Hrs)**

*Level of Knowledge – conceptual & application Knowledge*

Principles of Equal Pay for Equal work. Job evaluation – Definition - objectives- principles – methods, ranking, classification, Factor Comparison method and Point method of job evaluation



**Unit III Wage Structure (7 Hrs)**

*Level of Knowledge: Working & Application Knowledge*

Wage fixation – flat rate, merit rate, wage surveys. Wage Payment – wage payment policies - wage payment systems – wage incentive plans, Blue Collar employees, White Collar employees.

**Unit IV Executive Compensation Plans (4 Hrs)**

*Level of Knowledge – Designing & Implementation Knowledge*

Basic payments, fringe benefits, retirement benefits, cafeteria fringe benefits - why executives are paid more

**Unit V Challenges of Compensation (4 Hrs)**

*Level of Knowledge: Advanced Knowledge*

Performance based compensation, skill-based pay Vs. Job based pay, pay reviews, pay secrecy, comparable worth.

**[TOTAL 30 Hours]**

**Skill Development**

1. Analyzing reported compensation surveys of various industries.
2. The various legal enactments effecting compensation in general.
3. Teach students to use labour law journals for making them update with laws.
4. Analyzing case studies, presentations and live projects.

**Prescribed Text**

1. Singh, B.D. (2008). *Compensation & reward management* (1<sup>st</sup>ed.). New Delhi: Excel.

**Reference Books**

1. Bohlander, G., & Snell, S. (2009). *Human resource management*. Cengage learning- South Western.
2. Fishers, C.D., Schoenfeldt, L.F., & Shaw, J.B. (2009). *Managing human resource*. Cengage learning.
3. Henderson, R.I. (2009). *Compensation management in a knowledge-based world* (9<sup>th</sup>ed.). India: Pearson education.
4. Krishnaswami, R. (1957). *Labour Law Journal*. India: Courts
5. Martocchio, J.J. (2009). *Strategic compensation- A human resource management approach*. (3rd ed.), India: Pearson education.
6. Singh, B.D. (2009). *Industrial relations: Emerging paradigms*. New Delhi: Excel.

**External Experts**

1. Dr. B.C Sanjeevaiah,  
Professor & Chairman  
Post Graduate Department of Commerce  
Bangalore University
2. Mr. Girinarayan  
Director – Human Resource  
GE Power  
Bangalore
3. Dr. Vivekanand  
Faculty, Icfai Business School,  
Bangalore
4. Mr. Rajashekar,  
Visiting Professor &  
consultant  
Viyayanagar, Bangalore

## **MBA 572 Strategic Human Resource Management**

**2 Credits**

### Description

The course is offered as a human resource elective in the second year. This course helps them understand the strategic value of Human resource function in the organization. It focuses on the domains of top level decision making which needs to be aligned with human resource management.

### Learning Objective

- The key objective is to understand the strategic importance of HRM. The syllabus is designed in such a way that the student can relate HRM issues to the strategy level
- To understand the relationship between top level strategy and human resource management.
- To enhance the student's skill by making him aware of strategic dimension of Human Resource decisions.

### **Unit I Introduction**

**(3 Hrs)**

*Level of knowledge: Functional*

Importance of human resources at organizations. Human resources in relationship to top management goals, Company strategy, and organization culture.

### **Unit II Strategy Formulation**

**(6 Hrs)**

*Level of knowledge: Conceptual*

Strategy formulation. Theoretical foundations, International strategy, Human resource contributions to strategy.

### **Unit III Planning**

**(6Hrs)**

*Level of knowledge: Functional*

Human resource planning

The strategic role, Management issues. Selecting forecasting techniques, Forecasting supply of human resources, Forecasting demand for human resources.

**Unit IV Implementation 1**

**(6 Hrs)**

*Level of knowledge: Functional*

Strategy implementation: Workforce utilization and Employment practices.

Efficient utilization of human resources, Dealing with employee strategies, selection of employees, Dealing with employee surplus, Special implementation challenges.

**Unit V Implementation 2**

**(4 Hrs)**

*Level of knowledge: Functional*

Strategy implementation: Reward & development systems. Strategically oriented performance measurement systems, Compensation systems, Employee development.

**Unit VI Impact of Hr Practice**

**(3 Hrs)**

*Level of knowledge : Working*

The performance impact of human resource practices - Individual high-performance practices, Limitations of individual practices, Evolution of practices.

**Unit VII Evaluation**

**(2 Hrs)**

*Level of knowledge: Functional*

Human resource evaluation - Overview of evaluation, Approaches to evaluation, Evaluating strategic contributions of traditional areas, Emerging areas.

**[Total 30 Hours]**

**Skill Development**

1. This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations
2. Presentations of various industry examples.
3. Presentations and group discussions by students on related topics in the industry

**Prescribed Text**

Jeoffery Mello., (2009). *Strategic Human Resource Managemnt*. Cengage.

## References

1. Charles.R.Greer.,(2009). *Strategic Human Resource Management*. Pearson Education.
2. Fred.K.Faulkes.,(2010). *Strategic Human Resource Management*. Prentice Hall.
3. Rajib Lochan Dhar.,(2009). *Strategic Human Resource Management*, Excel Books.

## External Experts

- |   |  |
|---|--|
| 1. Dr. B.C Sanjeevaiah,<br>Professor & Chairman<br>Post Graduate Department of Commerce<br>Bangalore University | 2. Mr. Girinarayan<br>Director – Human Resource<br>GE Power<br>Bangalore |
| 3. Dr. Vivekanand<br>Faculty, Icfai Business School,<br>Bangalore   | 4. Dr. Subhash Sharma<br>Director<br>Indus Business Academy<br>Bangalore |

# **CURRICULUM**

## **YEAR - II**

### **Trimester – V**

## **LEAN OPERATIONS AND SYSTEMS**

## **MBA 551 Technology Management and Industrial Automation**

**2 Credits**

### Description

This course will cover all areas of technology available for processes of product based or service based industries. It also covers the latest trends and advancement in techniques in business models, technology transfer and related areas in the operational Management. The second part covers all aspects of Industrial Automations and control systems. More areas of CAD, CAM, Signaling, Robotics and process automations.

### Learning Objectives

To give the students a clean understanding of the concepts of Technology management and related decision support system in the fast changing business environment. The inputs also show how technology can improve the enterprise effectiveness with the objective of improving its profitability and better synergy with customers and suppliers. This subject will familiarize the students with concept on Technology ie., product technology, Process technology, Tool Technology, Automation etc with special reference to managing and globalization. The course also offers a fundamental framework for Industrial Automation in an organization. It identifies the various Automation systems solutions and identifies the various applications of Industrial Automation

### **Unit I Technology- Its importance (3 Hrs)**

Definition, The need its role in Competitive Environment  
Types of Technology- product, Process, Tool, Automation etc.,

### **Unit II Managing Technology (4 Hrs)**

Technology forecasting, Feasibility study  
Opportunities, Innovation building with teams, Technology audit,  
Technology diffusion and Deployment.

### **Unit III Business Model (5 Hrs)**

Technology life cycle, R&D and its role, Managing R&D  
New product development process, Business models innovations  
Financial assessment of Business model

### **Unit IV Technology Transfer and technology funding (4 Hrs)**

Technology acquisition, Choice between technologies. Issues in intellectual property rights. Developing local/In house capabilities, VC funding , Risk in technology management.

**Unit V Introduction to Industrial Automation and Control System**  
(4 Hrs)

Evolution of instrumentation and control, Role of automation in industries, Benefits of automation, Introduction to DCS and its functions and advantages. Introduction to automation tools PLC and SCADA.

**Unit VI Computer Integrated Manufacturing** ( 4 hrs )

An introduction to computer-integrated design and manufacturing with a focus on manufacturing process planning. Emphasis on concurrent engineering principles, manufacturing process engineering, computer-aided process planning, NC programming, and CAD/CAM integration.

**Unit 7 : Applications for Industrial Automation and latest trends in technology Management ( 6 hrs )**

Automation for following industries: power, Water and Waste water treatment, Food and Beverages, Cement, Pharmaceuticals, Automobile and Building automation.

Latest trends in Technology Management.

**[Total: 30 Hours]**

**Skill Development**

1. Group case studies to present after studying Automation of different Industries like Power , Water treatment ,Steel plant , Automobile company , Pharmacy company ,etc.
2. Studying different business models, Technolgy transfers of different Industries and present it as a group.
3. Visiting certain Industrial automation equipments making companies.

**References for Technology Management**

1. David, Ford., & Michel, Saren. (2001). *Managing and marketing Technology* (2<sup>nd</sup> ed.). Publisher International Thomson computer Press.
2. Fredrik, Betz. (2003). *Managing technological innovations* ( 2<sup>nd</sup> ed.). Publisher Wiley.
3. Haag, Baitzan. Phillips. (2009). *Business driven technology*(2<sup>nd</sup> ed.). Publisher TataMcgraw Hill

**References for Industrial Automation**

1. Krishna, Kant.( 2011). *Computer based industrial control*. (2<sup>nd</sup> ed.). PHI Publications
2. Battikha, N. E. ( 1992 ). *The management of control system: justification and technical auditing*. (1<sup>st</sup> ed.). ISA Publications



### **Expert Members**

1. Dr. N.S. Narahari,  
Professor & Director,  
Dept of Placement, Training and Industrial Engineering,  
RV College of Engineering, Bangalore-560059.
2. Prof. K. Rajagopal B.Tech ( IIT), PGDBM ( IIM)  
Founder Director of a company making software products for industrial  
energy management.  
Visiting faculty, Presidency college, Bangalore

## **MBA 552 Enterprise Asset Management**

**2 Credits**

### Descriptions

This paper offers a fundamental framework for maintenance management in an organization. It provides students with knowledge of assets management towards productive life through Maintenance planning and scheduling, Total productive maintenance, Computerized maintenance management system and Maintenance cost.

### Learning Objective

- To develop the students knowledge in maintenance area with emphasis for increased equipment availability, one of the lean concept.
- To make aware the students with latest concept total productive maintenance, reliability centered maintenance
- To make aware of students in maintenance cost and safety working in the industry.

### **Unit I Maintenance Management Framework**

**(4 Hrs)**

#### *Level of Knowledge: Conceptual Knowledge*

Definition & role of maintenance, Challenges of maintenance, Functions of maintenance, Classifications of maintenance system, Organization for maintenance management. Concept of MUDA, MURA and Muri

### **Unit II Enterprise Asset Management**

**(4 Hrs)**

#### *Level of Knowledge: Working Knowledge*

Design of maintenance system, Preventive maintenance, Predictive maintenance, Break down maintenance, Total planned maintenance, Overhauls and shutdown, Inspection and lubrications.

### **Unit III Maintenance Planning & Scheduling**

**(5 Hrs)**

#### *Level of Knowledge: Working Knowledge*

Planning of different types of maintenance, Scheduling and schedule preparations, Design of maintenance system, Organization for maintenance,

**Unit IV Maintenance cost**

**(4 Hrs)**

*Level of Knowledge: Conceptual Knowledge*

Costing and budgeting for maintenance- Cost codes, Cost allocations, Budget, Budgetary control, Cost reports, Life cycles of maintenance cost, Cost reduction in spares

**Unit V Total Productive maintenance**

**(4 Hrs)**

*Level of Knowledge: Conceptual Knowledge*

What is TPM?, Concept of TPM, Pillars of TPM, TPM and TQM, Benefits of TPM, calculation & benefits of OEE, How to implement TPM, Negative factors affecting TPM, Toyota TPM system.

**Unit VI Computerized maintenance management system**

**(5 Hrs)**

*Level of Knowledge: Working Knowledge*

Equipment classification, Job cataloguing, inspection scheduling, Repair planning, repair fulfillment report, Break down entry and analysis, Material indent preparation.

**Unit VII Safety management and accident prevention**

**(4 Hrs)**

*Level of Knowledge: Conceptual Knowledge*

Safety stages-During installation, commissioning & maintenance, Safety of plant and people, accidents, causes of accidents, Fire hazards, electrical hazards, Chemical hazards, Occupational diseases, Cost of accidents, How accidents can be prevented, Safety management.

**[Total 30 Hours]**

**Skill Development**

- Group Case study and presentation on various maintenance practices carried out in process/batch/Assembly/Service Industry.
- To improve the skill of the student in the area of maintenance plan and scheduling.
- Case study and presentation skill.
- Snapshot from practice that associates theory with practice will improve the students skill for better productive techniques.

**Prescribed Book:**

1. Mishra R.C., *Maintenance Engineering & Management*. PHI publisher.

**References**

1. Christopher Idhammer., *Results Oriented Reliability and Maintenance Management Book*. IDCON Publisher.

**External input:**

1. Prof. Shivananda  
(Vising Faculty)  
Director  
Thriveni Structures, Bangalore  
Bangalore
2. Prof. Jishnu Hazra  
IIM, Bangalore
3. Prof. A.R. Muthuswamy,  
Ex-ED Operations & Maintenance,  
External Faculty,  
Bangalore

## **MBA 583 Advanced Supply Chain Management**

**2 Credits**

### Description

This paper is offered as an operations specialization paper in the fifth trimester. The paper emphasizes the role of supply chain management in enterprise productivity in terms of reduced costs and improved profits. The paper addresses the issues in integrating the suppliers as well as customers with the organization for synergistic value addition for every entity in supply chain. The paper helps the students to look at the business from supply chain perspective, that too in a dynamic environment.

### Learning Objectives

- To make students appreciate the role of supply chain and logistics decisions.
- To equip students with tools and techniques of supply chain management.

### **UnitI Introducing Supply Chain Management**

**(4 Hrs)**

#### *Level of Knowledge: Conceptual*

Supply chain concepts and characteristics, discussions of logistics interface with micro economy such as marketing, production and other functional areas and macro economy such as global economic policies, understanding the Supply Chain - the changing business landscapes driving forces.

### **Unit II Planning for Materials**

**(5 Hrs)**

#### *Level of Knowledge: Working Knowledge*

Demand forecasting, Role of aggregate planning, Planning strategies, MRP-Introduction, Bill of material- Material requirement planning process- MRP use-Problems. Economic order quantity, variations of EOQ model, quantity discounts, use of EOQ when costs are unknown, period order quantity, problems. Independent demand ordering system, ERP-Managing predictable variability.

### **Unit III Procurement and Inventory Decisions**

**(5 Hrs)**

#### *Level of Knowledge: Working Knowledge*

Inbound logistics along the supply chain, Materials management: Procurement and importance of item and service purchased, Significance of inventories in broader perspective, Inventories in the organization, rationale for inventory, Classifying inventory, approaches to managing inventory under conditions of certainty and uncertainty, Inventory at multiple locations and determining optimal level of inventory, problems.

**Unit IV Warehousing Decisions (3 Hrs)**

*Level of Knowledge: Conceptual Knowledge*

Role nature and importance of warehouse, Warehouse operations and design, Materials handling and storage

**Unit V Transportation System and Management (5 Hrs)**

*Level of Knowledge: Conceptual Knowledge*

Role of transportation in supply chain, Factors affecting transport decisions and selection decision, Basic modes of transportation, Classification of carriers, Management strategy for carrier's shipments, Network design.

**Unit VI Supply Chain and Logistics Information System (4 Hrs)**

*Level of Knowledge: Conceptual Knowledge*

Use of information in a supply chain, Information system building process and role of E-business in a supply chain, Positioning information in logistics, Obstacles to co-ordination in a supply chain.

**Unit VII Current Issues (4 Hrs)**

*Level of Knowledge: Conceptual Knowledge*

Performance measurement and reporting; monitoring, controlling and directing. Challenges for future; cycle reduction strategies, Inventory reduction strategies and E-Commerce strategies. World class Supply Chain Management.

**[Total: 30 Hours]**

**Skill Development**

Students to study and present live SCM practices in selected organizations as a group exercise.

**Text Books**

1. Burt, D., & Starling. (2011). *World Class Supply Management*. New Delhi: Tata McGraw Hill.
2. Coyle, B., & Langely. (2011). *The management of Business Logistics a supply chain perspective*. New Delhi: Thomson South Western.

**References:**

1. Bowersox, D.J., & Closs, D.J. (1996), *Logistical management*. New Delhi: Tata McGraw, Hill.
2. Chopra, S., Meindl, P., & Karla, D. V. (2013). *Supply chain management : strategy, planning & operation* (5th ed). New Delhi: Pearson Education.
3. David, J. B., Stephen, L., & Joe, B.H. (2011). *Logistics*. New Delhi: Prentice Hall of India.
4. Jermy, S. (2000). *Modeling and supply chain*. Duxbury Publication.

**External Experts**

Prof. Ramasubbu.N.  
Expert in Operations,  
Bangalore

## **MBA 584 Lean Planning, Manufacturing & Control**

**2 Credits**

### Description

This paper is offered as an elective in the fifth Trimester. It develops an insight into the planning, manufacturing and control aspects of Operations. This paper prepares the students for careers in the areas of Planning, Manufacturing and control management. Students opting for this elective, specialize in the various aspects of Lean Planning, Manufacturing and Control.

### Learning Objectives

- To assist in developing concepts, knowledge and skills for an integrated approach to Lean Planning, Manufacturing and Controlling.
- To expose to the latest tools and techniques in Operations for effective decision-making.
- To emphasize the importance of applying systems concept in analyzing production planning related problems.
- To make students apply production planning and control tools for the design of efficient production systems.
- To expose the students to latest manufacturing concepts like Lean concepts, Flexible Manufacturing systems and world class manufacturing.

### **Unit I Operations Overview**

**( 2 Hrs)**

The manufacturing planning and control system –closed loop system ,planning and control process The manufacturing planning and control activities –Planning interfaces –Business planning ,Sales and operations planning

### **Unit II Planning methodology**

**(4 Hrs)**

Master Production Scheduling(MPS), Capacity Requirements Planning (CRP). Execution Interfaces –Material Requirements Planning (MRP) and ERP, Production activity control(PAC).

### **Unit III Forecasting &-Demand management**

**( 3 Hrs)**

Demand forecasting, Forecasting methods, trend and seasonality, Principles of forecasting and Forecasting error assessment,



**Unit IV Scheduling Production and process operations (3 Hrs)**

Objectives of a schedule, Establishing a schedule, Production scheduling, operations scheduling and project scheduling, Managing operations scheduling

**Unit V Process Selection for Manufacturing & Service (5 Hrs)**

Process Selection-Manufacturing: Process Selection, Manufacturing Process Flow Design,

Process Selection-Services: The Nature of Services, An Operational Classification of Service, Designing Service Organizations, Structuring the Service Encounter, Service-System Design Matrix, Service Blueprinting and Fail-Staffing.

**Unit VI Lean Manufacturing System (4 Hrs)**

Value Stream Mapping, Pull Manufacturing System, Waste classification and elimination concepts, JIT, Application of Lean in manufacturing and service sectors.

**Unit VII Controlling (5 Hrs)**

Production Activity Control(PAC), Performances of production operation, accuracy of inventory records, performance reporting, evaluating cost of operations, audits and reporting.

Controlling resources –integrating suppliers, controlling storage and movement of goods, quality control initiatives, Quality Management Process.

**Unit VIII World Class Manufacturing (4 Hrs)**

Flexible Manufacturing Systems, Agile manufacturing, Rapid prototyping, E-manufacturing.

**[Total: 30 Hours]**

**Skill Development**

1. Students to study and present best practices in selected organizations in both manufacturing and service industry as a group exercise.
2. Students solve various numerical problems on MRP, scheduling, capacity planning, production and control and inventory management.
3. Students learn about concepts of lean planning and manufacturing and develop the expertise to apply such concepts in industry.

**Prescribed Books**

1. Arnold, J.R.T., & Chapman, S.N., & Clive, L. M. (2011). Introduction to Materials Management. New Delhi :Pearson.
2. Chapman, S.N. (2008). The Fundamentals of Production Planning & Control. India: Pearson.

**Reference Books**

1. Starling, B. D. (2009). World class supply management. New Delhi: Tata McGraw Hill.
2. Taghizadegan, S. (2006). Lean six sigma. India: Butterworth-Heinemann.

# **CURRICULUM**

**YEAR - II**

**Trimester – V**

**MARKETING**

## **MBA 541 Customer Relationship Management**

**1 Credit**

### Description

This paper is offered as a marketing elective in the fifth trimester. It develops a customer focused attitude and prepares students for careers in the areas of customer relationship management. Students opting for this elective specialize in the various aspects of customer relationships – customer relationship philosophies, relationship process, models on providing value and satisfaction etc. It stresses the importance of understanding, in an empathic way, the needs, expectations and aspirations of customers as a basis for building a relationship, which adds value to the customer whilst being at least potentially profitable to the services supplier.

### Learning Objectives

- To develop in students a customer relationship attitude and prepare them for careers in the areas of customer facing solutions.
- To enable the students acquire an understanding of the concept and meaning of customer relationship, the relationship process and various models of value and satisfaction.
- To enhance students skills and knowledge in dealing effectively with a portfolio of services customers in either a retail or business setting.
- To develop knowledge of IT enabled CRM package.

### **Unit I Concepts and Context of CRM**

**(3 Hrs)**

*Level of Knowledge: Conceptual and Basic*

*What is CRM:* Definition and Concepts. The importance of effective CRM strategies as an integral part of effective services marketing strategies for retail and business customers.

CRM as part of a customer service quality strategy. The business environment of CRM: legal, ethical, economic, competitive and social. CRM in other business sectors e.g. retailing (home shopping, loyalty card)

### **Unit II Understanding Customers**

**(3 Hrs)**

*Level of Knowledge :Conceptual & Practical*

Creating a customer profile, Understanding segmentation tools: Recency, Frequency, Monetary. Life time value, Retail and business customer profiling. Relationship life cycles.

**Unit III Information Gathering Collation, Analysis and Evaluation (2 Hrs)**

*Level of Knowledge: Conceptual & Practical*

*Using internal information sources:* Using customer data, Data warehousing and data mining, Identifying cost effective external information sources: Published data Using the Internet Market research,

*Analysis and evaluation of information:* Identifying business opportunities.

Preparing proposals for customers. Evaluating portfolio profitability and setting priorities.

**Unit IV Managing Customer Relationships (4 Hrs)**

*Level of Knowledge: Conceptual & Practical*

Understanding and managing customer expectations. Developing customer confidence.

Building relationships by adding value to customers cost effectively. Planning and making persuasive presentations. Managing customer contact strategies: Dealing with difficult situations: Imparting bad news Closing accounts Exit strategies

**Unit V Developing CRM strategy (3 Hrs)**

*Level of Knowledge : Conceptual & Practical*

*The role of CRM in business strategy. Understanding service quality:* Technical quality: product knowledge Functional quality Determinants of service quality, Managing customer communications. Planning and managing CRM projects. Target setting.

*5.6 Measuring performance CRM:* Setting standards Customer satisfaction Portfolio profitability.

**[Total 15 Hours]**

**Skill Development**

1. Group presentations on various CRM initiatives from diverse business sector
2. Case studies
3. Presentations on CRM news updates

**Prescribed Text**

1. Peleen Ed., *Customer relationship management*. Pearson Education Publications.

### **Reference Book**

1. Wincaid Judith., *Customer relationship management*. Pearson Education Publications.
2. Sheth Jagdish N. & Shainesh G. , *Customer relationship management - Emerging concepts, tools & Applications*. Tata McGraw Hill Publications.
3. Freeland John G., *The Ultimate CRM Handbook*. Tata McGraw Hill Publications.
4. Kumar Alok, Sinha Chabbi, Sharma Rakesh, *Customer relationship management - concepts & Applications*. Biztantra Publications.
5. Knox Simon, Maklan Stan, Payne Adrian, *Customer relationship management - perspectives from the market place*. Butterworth- Heineman Publications.

### **INTERNET SITE**

[www.crmguru.com](http://www.crmguru.com)

[www.crmtutorial.com](http://www.crmtutorial.com)

[www.crm2day.com](http://www.crm2day.com)

### **Blog**

[crmblogger.com](http://crmblogger.com)      [crmblog.org](http://crmblog.org)

### **External Expert:**

1. Mr. Shreyas Vatsan  
Manager,  
Tata Motors, Bangalore

## **MBA 542 Marketing Research**

**2 Credits**

### Course Overview & Objectives

Marketing research is an applied management discipline that is critical to understanding markets and customers in order to make better marketing decisions. The key objective of this course is to provide a learning environment for acquiring the essential working knowledge of when and how to conduct marketing research and the most effective way to communicate marketing information to support marketing decisions.

This course gives on hands opportunity to conceive a research project study, design the study, execute it, and report on the findings in a professional manner. The course project will reinforce and integrate the concepts learned in marketing, research methodology and business statistics courses taken up in previous terms.

### Evaluation: Project Based

### Learning Outcomes

- Understand the needs of marketing managers for marketing and market information;
- Determine the objectives of the marketing research project;
- Identify the type of research that will best help achieve the objectives;
- Learn how to write a good marketing research proposal;
- Discover how to develop great questionnaires;
- Understand how to manage and execute survey fieldwork;
- Determine how to best analyze survey data;
- Learn how to turn statistical findings into marketing information that gets attention;
- Learn how to write reports that convey marketing information simply and effectively and encourage marketing action; and
- Present marketing information to garner and maintain the attention of marketing decision makers.

## Pedagogy

This course is entirely based on project based learning pedagogy. Here the emphasis is “learning by doing”. The project will be planned, designed, executed and closed by teams of 5 students each with the anchor faculty of the course declaring the teams on the first day of the course. Anchor faculty of the course will coordinate all the monitoring and evaluation activities related to this course. Each team will discover and define a marketing related research problem relevant to a client / industry / General Management marketing concepts. Each team will go through a typical marketing research process as defined by the following steps<sup>1</sup>

- Step 1 : Problem Definition
- Step 2 : Development of an Approach to the Problem
- Step 3 : Research Design Formulation
- Step 4 : Fieldwork or Data Collection
- Step 5 : Data Preparation and Analysis
- Step 6 : Report Preparation and Presentation

## **Recommended Reference Material:**

1. Malhotra, N., & Dash, S. (2009). *Marketing research – An applied orientation* (5<sup>th</sup> ed.). Pearson Education.
2. Karen, E., James, P. J., & Brune, C. G. (2007). *Marketing scales handbook*. South Western Educational Publications.

## **Research Project Deliverables**

- Deliverable 1: Marketing Research Problem Statement.
- Deliverable 2: Marketing Research Proposal (See Appendix 1)
- Deliverable 3: Data Collection Instrument (Questionnaire) (See Appendix 2)
- Deliverable 4: Master Data Sheet
- Deliverable 5: Final synopsis of the research project
- Deliverable 6: Final Project Report (See Appendix 3)

## **Evaluation**

- CIA 1: In Class presentation of project proposal (20 Marks)



CIA 2: In Class presentation of final synopsis of the project work (20 Marks)

**Pre –Data Collection Phase: 50 Marks**

Serial #	Component	Marks (Weight %)
1	Research Proposal	20 (40%)
2	Data Collection Instrument	20 (40%)
3	Peer Review	10 (20%)

**Post –Data Collection Phase: 100 Marks**

Serial #	Component	Marks (Weight %)
1	Analysis of the Data [Appropriateness and Rigor of Statistical Analysis ]	15 (15%)
2	Final Synopsis of the project work	15 (15%)
3	Project Report / Presentation	50 (50%)
4	Peer Review	20 (20%)

## **MBA 543 Technology Marketing**

**1 Credit**

### Course Overview & Objectives

The course focuses on the critical aspects of the high-technology environment and the marketing challenges those characteristics pose. Students will learn best-practices in the technology marketing area and its adaptations to standard marketing practices. The course thrust would be on decision frameworks and strategies that reflect cutting-edge practice in the area of technology marketing.

### Learning Outcomes

- Be aware of the growing importance of high technology marketing.
- Realize the importance of strategic marketing planning in hi-tech firms.
- Understand Culture and Climate Considerations for High-Tech Companies
- Understanding High-Tech Customers and develop marketing mix

### Pedagogy:

Class room sessions with case study approach.

### **Unit I Introduction to World of High Technology Marketing (3 Hrs)**

Defining High Technology, Common Characteristics of High-Tech Environments: Implications for Marketing Strategy.  
Market Orientation and Cross-functional (Marketing/R&D) Interaction.  
New Product Development Teams and Marketing-R&D Interaction

### **Unit II Understanding High-Tech Customers (3 Hrs)**

Adoption and Diffusion of Innovations. Early-Market Strategies. Offering a whole product solution. Customer Strategies to Avoid Obsolescence: Implications for upgrades and migration paths. Customer Migration Decisions. Marketers' Migration Options. Consumers' Paradoxical relationships with Technology and Unintended Consequences.

### **Unit III Marketing mix in High-Tech Markets (9 Hrs)**

Technology & product management  
Technology mapping. The "What to Sell" Decision. The Role of Product Management in the High-Technology Company. Developing Services as Part of the High-Technology Product Strategy. Product Architecture: Modularity, Platforms, and Derivatives

Distribution Channels and Supply Chain Management in High-Tech Markets..Managing Hybrid Channels. Effective Multi-Channel Marketing. Channel Relationship Quality.

Pricing considerations in high-tech markets.

The high-tech pricing environment. Customer-Oriented Pricing. Pricing of after sales service. Price Promotions.

**[Total: 15 Hours]**

### **Skill Development**

1. Collaborative marketing for technology and technology-intensive products  
Strategic cooperation/alliance for technology and technology-intensive products  
Technology marketing based on enterprise's established& new business model

### **Prescribed Text**

1. Jakki, J. Mohr., Sengupta, Sanit., & Slater, Stanley. (2011). *Marketing of high-technology products & innovations* (3<sup>rd</sup> ed.). Pearson.

## **MBA 544 Marketing of Banking & Financial Services**

**1 Credit**

### Course Overview & Objectives

With banking and financial planning emerging as a very prospective career opportunity, Marketing of Banking & Financial Services course introduces the students to the nuances of various investment avenues, life cycle of investors, their objectives and asset allocation.

### Learning Outcomes

- To familiarize students with core concepts of retail banking, financial products & financial planning.
- To familiarize students with portfolio management techniques that challenge a financial manager.
- To provide students with in-depth knowledge of techniques essential for successful marketing of banking & financial services product.

### Pedagogy

Class room sessions with case study approach.

### **Unit I Retail banking**

**(4 Hrs)**

History and definition, role within the bank operations, Applicability of retailing concepts  
distinction between Retail and Corporate / Wholesale Banking.  
Retail Products: Products Overview - Customer requirements, Products development process,  
Liabilities and Assets Products / Description of Liability products, Description of Asset Products. Approval process for retail loans. Credit scoring.  
Overview of important asset products (Home, Auto, personal loans & Credit/debit cards) with respect to eligibility, purpose, amounts, margin, security, disbursement, moratorium, prepayment and collections.

### **Unit II Financial products & Financial Planning**

**(4 Hrs)**

Common stock and preferred stock, Money market securities, Bonds - Treasury, Government, Mortgage backed securities, Corporate and municipal bonds, Convertible and zero coupon bonds, Insurance cum investment products, Mutual funds – ETF and REIT and Derivative products – Options and futures.  
Asset allocation decision, Equity portfolio strategies – Active vs passive, Management strategies, Value vs growth investing, Asset allocation strategies.

Composite equity portfolio performance measures – Treynor’s ratio, Sharpe’s ratio, Jensen’s measure and Fama’s measure, Components of investment performance – Selectivity, Diversification and risk, Asset class distribution analysis.

Introduction to financial planning, Life cycle analysis, Financial planning process, Introduction to investments, Investment management process, Planning for future – College funding, Systematic investments, Retirement planning and Estate planning, Structuring financial plans.

### **Unit III Marketing of Retail products**

**(7 Hrs)**

Retail Strategies; Tie-up with Institutions, OEM, authorized dealers for Home loans, Auto loans, Personal loans, Credit cards.

Delivery Channels - Branch, Extension counters, ATMs, POS, Internet Banking, M-Banking.

Selling process in retail products .Customer relationship management.

**[Total: 15 Hours]**

### **Skill Development**

Understand the changing needs of the consumers & ability to conceptualise new product based on the market requirements.

Determine the commercial considerations and risk factors for banking & financial services products

Very good portfolio management skills with sound understanding of the risk appetite of the customers.

Ability to determine the right asset mix

Ability to handle multiple sales channels – e.g. through dealerships, agents, bank partners, referrals, brokers and other intermediaries

### **Prescribed Text :**

Ashiya Manish., *Wealth Management*. ICFAI Press

Umesh C Patnaik, Basudev Chhatoi; *Bank Marketing* – Sonali Publications, New.Delhi.

### **References**

1. Facrber, Esme. *All about investing*. Tata McGraw – Hill Publications.
2. *Introduction to financial planning by Indian Institute of Banking & Finance*. Taxmann Publications P Ltd.
3. Kapoor, Jack. R., Dlabay, L. R., & Huges, R. J. (2008). *Personal finance*, New Delhi: Tata Mc-Graw Hills Publications.

## **MBA 545 Retailing Management**

**2 Credits**

### Description

This paper is offered as a marketing elective in the fifth trimester. It gives a complete insight on the knowledge of retailing and prepares students for careers in the area of organized retailing. Students opting for this elective specialize in the various aspects of retailing; – multichannel retailing, retailing strategy, customer relationship management, information systems and supply chain management, managing merchandise, store management etc.

### Learning Objectives

- To enhance the knowledge of retailing and prepare them for careers in the area of retailing.
- To enable the students acquire an understanding of the concept and meaning of multichannel retailing, types of retailers, customer buying behavior.
- To enable the students to assess and understand the retail market strategy, retail location importance, HRM, information systems and supply chain management, customer relationship management.
- To develop knowledge of merchandise planning and assortment, pricing, retail communication mix, store management, store layout design and visual merchandising.

### **Unit I The World of Retailing**

**(5 Hrs)**

#### *Level of Knowledge: Conceptual and Basic*

Introduction to world of Retailing: its economic significance and opportunities. Types of retailers: trends in retailing, retailer characteristics, food and General Management merchandise retailers, non store retail formats, services retailing and types of ownership. Multichannel retailing: retail channels, electronic retail, shopping in future. Customer buying behavior: types of buying decisions, buying process, market segmentation.

### **Unit II Retailing Strategy**

**(5 Hrs)**

#### *Level of Knowledge – Conceptual and practical knowledge (mini project)*

Retail market strategy: Planning and development, target market and retail formats, building sustainable competitive advantage, strategic retail planning process, business operations and financial developments: the structure of business, investment decisions, financial evaluation, strategic profit model.

**Unit III Retail Location and SCM**

**(4 Hrs)**

*Level of Knowledge: Conceptual and mini project*

Retail locations and site selection: shopping centers, city or town location, free standing sites. Information systems and distribution: supply chain management, physical distribution, inventory and warehouse management. Customer relationship management process and developing CRM programs.

**Unit IV Merchandise Management**

**(7 Hrs)**

*Level of Knowledge: Conceptual and mini project*

Merchandise planning: category management, sales forecasting, assortment planning process. Buying merchandise: branding strategies, sourcing decision, vendor development and management. Pricing strategies: objectives, pricing calculations and approaches, price adjustments. Retail communication mix: develop brand loyalty and image, selecting promotional mix, planning retail communication process.

**Unit V Store Management**

**(5 Hrs)**

*Level of Knowledge: Conceptual and mini project*

Managing the store: recruiting and selecting store employees, socializing and training, motivation and evaluating employees, gaining competitive advantage, compensation and reward system, controlling cost by building employee commitment, trends in human resource. Store layout, design and visual merchandising: objectives of good store design, space planning, merchandise presentation techniques, importance of atmospherics.

**Unit VI Customer Service and International retailing**

**(4 Hrs)**

Customer service strategies, customer evaluation of service quality, Gap model for improving retail service quality, service standards, service recovery. Internationalization of retailing: shopping at world stores, internationalization process, culture, business and international management.

**[Total 30 Hours]**

**Skill Development**

1. Group presentations on various retailing topics.
2. Group discussions on current trends in retailing.
3. Case studies
4. Presentations on new retail formats.
5. Videos on the importance and significance of store layout, design and visual merchandise for the retail success.
6. Miniprojects on Units 2,3,4 and 5.

**Prescribed Text**

1. Berman Barry, Evans Joel R, *Retail Management-A Strategic approach*. Prentice Hall India.

**References**

1. Levy, Michael and Weitz, Barton A, *Retailing Management*. Tata McGraw-Hill Publishing Limited, New Delhi.
2. Newman, Andrew J. and Cullen, Peter., *Retailing: Environment and Operations*. Thomson India Edition.
3. Chetan Bajaj, Tuli Rajnish and Nidhi V Srivastava, *Retail Management*. Oxford University Press, India.
4. Gilbert David, *Retail Marketing Management*. Pearson Education, India.

**Expert Member**

Mr. Ferdinand  
Manager  
Total Mall, Bangalore



## **MBA 564 Integrated Marketing Communication**

**2 Credits**

### Description

This paper is offered as a marketing elective in the fifth trimester. It gives an insight into marketing communications and prepares students for careers in areas of advertising, branding, etc. Students opting for this elective specialize in the various aspects of marketing communications; –events, sponsorships, sales promotions, direct marketing, etc.

### Learning Objectives

- To enable students get a feel of the creative industry and how it must be balanced by adequate marketing support
- To develop an understanding of the different elements of integrated marketing communication and their integration
- To develop sensitivity towards legal and ethical considerations in the formulation and implementation of communication strategies.

### **Unit I Advertising, Integrated marketing Communication and Structure of the Advertising Industry (5 Hrs)**

Advertising campaigns and Integrated Marketing Communication; Audiences for Advertising, Advertising as a business process, Types of advertising, Economic effects of advertising.

History of Indian Advertising; Advertising Industry- Advertisers, advertising agencies and types, media companies, Facilitating institutions; Agency Compensation methods; Seeking agencies and clients, Agency-Client Relationship; Trends affecting the advertising industry.

### **Unit II Advertising Planning and Decision Making (5 Hrs)**

The Marketing Plan, The communication and persuasion process- Advertising Communication System, Advertising exposure model, The Advertising Plan, External Factors affecting the advertising plan- Facilitating Agencies and Social, legal and global factors.

Setting Advertising Objectives- Function of Objectives, Sales as an objective, Operational Objectives, Behavioral dynamics, Advertising response variables intervening between advertising and action; The DAGMAR approach.

Advertising & Consumer Behavior

Segmentation and Target Market, Developing segmentation Strategy, Target market selection, determining the positioning strategy, Brand positioning, Repositioning -Consumer decision making process, Advertising Strategy research

**Unit III Understanding Consumer Insights for Promotional Effectiveness (2 Hrs)**

Consumer as Decision maker, modes of Consumer Decision making, Key Psychological processes, Consumer as social being.

Segmentation Strategy, Positioning Strategies, determining the positioning strategy, making the positioning decision.

Marketing plan, advertising plan, advertising objectives, writing a brief, setting advertising budget.

**Unit IV Message Strategy (9 Hrs)**

Attention and comprehension: Attention – Recall – Interpretation – Comprehension

Understanding benefit based attitudes, Attitude levels-Identifying important attributes or benefits-Segmentation using attitude structure.

Associating feelings with the Brand, Importance and intensity of feelings Transformational advertising, FCB Grid, Rossiter Percy Grid, Attitude toward the advertisement

Brand Equity, Image and Personality: Brand equity, Brand Image, Brand personality associations, Implementation of Personality strategy.

Group influence and Word of mouth Advertising.

Nature and influence of reference groups- Information and Normative influences Message Tactics- Creative Approaches Rational and Emotional Approaches- Usage of an Endorser-Distraction Effects, Creative Concept research.

The Art of Copywriting The creative process – copywriting- Illustrating-Layout, Creative styles-Execution and Content.

Audio-Visual creative execution Developing concept for commercials, Formats for Radio and TV, Mechanics of Production.

Advertising Copy testing and Diagnosis -Copy testing strategy-Diagnostic Copy tests-Selection of copy test.

**Unit V Media Strategy (4 Hrs)**

Trends in the Media World, Fundamentals of media planning, Media planning, Competitive Media Assessment, Computer media planning models- a glance, Media vehicles, TRP and GRP, the Internet as the medium.

Scheduling and Timing decisions.

Setting Media Budget-Economic analysis, Share of Voice, competitive parity method, Objective and Task method.

**Unit VI Other Promotional Mix (3 Hrs)**

Elements – Sales promotion, Point of Purchase, Support media, Event Sponsorship, Product Placements, Branded Entertainment, Direct marketing, Personal Selling, publicity, PR, Influencer marketing and Corporate Advertising

**Unit VII Advertising Regulation (1 Hr)**

Deceptive Advertising, Remedies, Self-Regulation, Advertising Standards Council of India (ASCI), Ministry of I&B.

**Unit VIII Advertising and Society (1 Hr)**

Nature and Content of Advertising, Effects on Values and Lifestyles, Economic Effects of Advertising, Advertising and Competition, Remedies.

**[Total : 30 Hours]**

**Skill Development**

1. Exposure towards media planning
2. To gain insight into creative aspects of print, television & radio commercials

**Prescribed Text**

Aaker, A. D., Batra, R. & Myers, J. G. (2009). *Advertising Management*, 5th Edition. Pearson Education India.

**References**

1. Belch, G. E., Belch, M. A., & Purani, K. *Advertising and promotion*. New Delhi: Tata McGraw Hill Education.
2. Clow, K. E., & Baack, D (2007). *Integrated advertising, promotion and marketing communication*. New Delhi: Pearson Education India.
3. Jethwaney, J., & Jain, S (2012). *Advertising management*. New Delhi: Oxford University Press.
4. Terence, S (2007). *Advertising and promotion-An IMC approach*, Canada Thomson South-Western
5. Thomas, D (2005). *Principles of advertising and IMC*. New Delhi: Tata McGraw Hill Education.
6. Wells, W. D., Moriarty, S., & Burnett, J (2007). *Advertising: Principles and Practice*. New Delhi: Pearson Education India.

# **CURRICULUM**

**YEAR - II**

**Trimester – VI**

**CORE**

## **MBA 631 International Businesses**

**2 Credits**

### Description

This is a core paper offered in the sixth trimester to students across all specializations. Students learn various aspects of International Business in terms of concepts, operations, opportunities and challenges.

### Learning Objectives

- To make students understand the different dimensions of International Business and inculcate the spirit of International business in students.

### **Unit I Introduction**

**(6 Hrs)**

#### *Level of Knowledge: Conceptual and Basic*

Nature of international business, drivers of cross-border business, routes of global business and active players in multinational business.

Theories of global trade and investment, Mercantilism, theory of absolute advantage, theory of comparative advantage, factors endowment theory, product life cycle theory, Porter's national competitive advantage.

International business environment – political, economic, technological and cultural factors, cross-cultural management, levels of culture, models to aid international managers

### **Unit II Strategies**

**(6 Hrs)**

#### *Level Knowledge: Working Knowledge*

International strategic management –process of strategic management. Organizing international business – international designs, factors influencing choice of a design, issues in organization design

### **Unit III Operations**

**(8 Hrs)**

#### *Level of Knowledge: Working Knowledge*

Managing business functions internationally- Marketing – benefits of international markets, major activities in international marketing

Operations management – operations management and competitive advantage, strategic issues in operations management.

Technology transfers – issues arising out of technology transfers.

International financial management – major activities, financing foreign trade, international accounting.

International human resource management, managing international HR activities

**Unit IV Integration**

**(6 Hrs)**

*Level of Knowledge: Working Knowledge*

International strategic alliances, nature, benefits, pitfalls, scope, how to make alliances work - Integration between countries, levels of integration, impact, major trading blocks. -WTO – implications for India

**Unit V Social Responsibility**

**(4 Hrs)**

*Level of Knowledge: Working Knowledge*

Social responsibility and ethical issues in international business – national differences in ethics and social responsibility, codes of conduct for MNC's, decision flow chart for an MNC.

**[Total 30 Hours]**

**Skill Development**

1. Analyzing cases.
2. Class presentations and discussions.
3. Interaction with exporters.
4. Integrated approach linking specializations for International Business.

**Core Text**

1. Hill, Charles W.L. and Jain, Arun K, (2010). *International Business*. New Delhi: Tata McGraw-Hill,.

**Reference Texts:**

1. Daniels, John D., Radebaugh, Lee H. and Sullivan, Daniel P. (2007). *International Business*. New Delhi: Pearson.
2. Aswathappa K., (2010). *International Business*. New Delhi: Tata McGraw-Hill

**External Experts**

- |   |  |
|---|--|
| 1 Dr. Erasi,<br>Professor,<br>PG Department of Commerce,<br>Bangalore University. | 2. Dr. Sanjeevaiah,<br>Professor,<br>PG Department of<br>Commerce<br>Bangalore University. |
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# **CURRICULUM**

**YEAR - II**

**Trimester – VI**

**FINANCE**

## **MBA 601 Derivatives**

**2 Credits**

### Description

This paper is offered as a finance elective for the MBA programme. The course provides a comprehensive knowledge to the students about the functioning of the domestic Derivatives Markets with a practical approach. It also kindles sufficient interest in them to consider this area for their career growth.

### Learning Objectives

- To provide students with a conceptual and practical framework of the functioning of Derivative Markets
- To provide students with working knowledge about hedging, arbitraging and trading in Derivative Markets
- To provide students with the knowledge of Derivative Markets as an asset class for investments.

### **Unit I Derivatives- An Introduction**

**(2 Hrs)**

Level of Knowledge- Conceptual and Working Knowledge

Introduction – Risk management- Derivatives- Derivatives Products - Classification of Derivatives- Participants in Derivative Markets- Evaluation of Derivatives- Functions of Derivatives Markets- Misuse and Criticism of Derivatives.

### **Unit II Forwards and Futures**

**(8 Hrs)**

Level of Knowledge: Working Knowledge

Forwards And Futures

Introduction- Forward Contract- Settlement of Forward Contract- Futures Contract- Specifications of Futures Contract- Open Interest- Difference between- Forward and Futures Contract- Pricing a Forward and Futures Contract.

Commodity Futures

Benefits of Commodity Futures- Futures Contract on Commodities- Pricing Commodities Futures- Hedging with Commodities Futures- Perfect and Imperfect Hedge- Basis & Basis Risk, Optimal Hedge Ratio

Stock And Index Futures

Introduction- Index Futures- Futures Contract on Indices and Individual Stock- Features and Specifications of Stock or Index Futures- Pricing Stock and Index Futures- Application of Index Futures- Hedging through Index Futures



Interest Rate Forwards And Futures

Introduction- Forward rate agreement (FRAs)- FRA – The product- Hedging with FRA- Speculation with FRA- Arbitrage with FRAs- Eurodollars/Futures.

**Unit III Swaps**

**(2 Hrs)**

Level of Knowledge- Working Knowledge

INTEREST RATE AND CURRENCY SWAP

Interest Rates and currency swaps- Introduction- Interest Rate Swaps- Features of Swap- Need of Swap Intermediary- Applications of Swaps- Rationale for Swaps Comparative Advantage- Types of Interest Rate Swaps

**Unit IV Options-Basics**

**(2 Hrs)**

Level of Knowledge- Working Knowledge

Introduction- Terminology of options- Call option- Put Option- Moneyness of Options- Types of options- Understanding Options Quotations- Trading and Settlement- Margins in Options- Differences between options and futures/ Forwards

**Unit V Options Pricing**

**(13 Hrs)**

Level of Knowledge- Conceptual and Working Knowledge

OPTION PRICING - I

Introduction- Intrinsic value and Time Value- Arbitrage based relationship of option Pricing- Put call parity

OPTION PRICING II

Introduction- Binomial option pricing model-Applying Binomial model- Factors affecting the options price- Black Scholes option pricing model- Assumption of Black Scholes Model- Interpreting the Black Scholes model- Put pricing using the BSM- Measuring historical volatility- Implied volatility

OPTIONS – APPLICATION

Hedging with Stock options- Hedging with Index options- Straddle – Long and Short- Strangle- Long and Short- Straps and Strips- Bull Spread- Bear Spread- Butterfly Spread- Factors affecting the Spread

**Unit VI Credit Derivatives**

**(3 Hrs)**

Level of Knowledge: Conceptual and Working Knowledge

Introduction- Credit Derivatives- Types of Risk- Assessing Credit Risk: The Probability of Default- CDS – Credit Default Swaps

**[Total 30 Hrs]**

### **Skill Development**

1. To practically understand and follow day-to-day developments in the Derivatives Markets
2. To develop the skill of using Derivative markets as one of the asset classes for investments.
3. To develop technical analysis skills.

### **Prescribed Text:**

1. Rajiv Srivastava , Derivatives and Risk Management ,Oxford University Press

### **Derivatives Reference Texts:**

1. Hull, J. C. (2011) .*Options, futures, and other derivatives* (8<sup>th</sup> ed.). Prentice Hall.
2. Parameswaran, S. K. *Futures markets- made easy with 250 Q & A* (1<sup>st</sup> ed.). Tata McGraw Hill.
3. Varma, J. R. *Derivatives and risk management.*(1<sup>st</sup> ed.) Tata McGraw Hill Publications.

### **External Experts**

Mr.Ratan Gupta  
Director, Knowledge Varsity  
Bangalore.

## **MBA 662 Financial Risk Management**

**2 Credits**

### Description

This course is offered as finance elective to provide the students an understanding of the emerging areas of Risk Management. This course equips the participants with the tools and techniques to manage the financial risk efficiently. It also enables the students to learn powerful corporate governance and risk strategies to control both financial and non financial risks.

### Learning Objectives

- To describe risk management contribution to the organization
- To create awareness of the regulatory frame works, best practices and accounting & legal issues.
- To understand VAR and methods for measuring VAR
- To understand the use of important financial ratios in risk management
- To understand why total risk matters
- To relate concepts and practice of risk management through case studies from organizations which failed due to inadequate risk management practices.

### **Unit I Introduction to Risks- I**

**(2 Hrs)**

*Level of Knowledge: Conceptual and Basic*

Risk in Genneral Managementand financial risk in specific, Nature of risk, Need for risk management and benefits, Classification of risks, Systematic and Non-Systematic risk, Approaches to Risk management.

### **Unit II Introduction to Risks- II**

**(5 Hrs)**

*Level of Knowledge: Analytical*

Risk Vs Return dynamics, Identifying risk exposure, Recap of how to define returns and measure it, Recap of how to measure risks – Standard Deviation, Covariance and Probability, Enterprise risk management, Risk based supervision.

### **Unit III Regulations, Basel II & III**

**(6 Hrs)**

*Level of Knowledge: Analytical and practical*

Overview of Basel norms –Basel Committee on Banking Supervision (BCBS), Basel norms - A move towards Enterprise Risk Management & Integrated supervision, Basel II norms - 3 Pillar approach, BCBS guidelines, Identifying the sources of Credit, Market & Operational risks and determining respective capital as part of Minimum required capital, Approaches to Capital measurement. Basel III - A perspective.

Financial risks management through Options, futures and derivative securities. Assessment of financial asset risks, interest rate & debt securities, value at risk. Capital adequacy risk, Operational risks in banks, Basel II committee recommendations.

#### **Unit IV Detailed Study of Risks**

**(10 Hrs)**

*Level of Knowledge: Conceptual and Working*

Principles of credit risk management (3 Hours): Forms of credit risk – Settlement risk, Counter party risk & Sovereign risk, Common sources of credit risk management, measuring credit risk – Probability of default, Loss given default, Exposure at default, Expected loss & Unexpected loss, use of derivatives to manage credit risk.

Liquidity risk & Interest rate risk (3 Hours): Recap of how liquidity risk is managed in banks, Recap of how Interest rate risk is managed in banks, Recap of how ALM tool is used to manage liquidity and interest rate risk, Optimization of NIM, Use of derivatives for interest risk management.

Scenario analysis & Stress testing (2 hrs): Generating the scenarios, reverse stress testing and its uses. Principles of "Sound stress testing practices and supervision," BCBS consultative document.

Operational Risk (4 hrs): Operational risks in banks, Measuring and managing operational risks

Economic capital and RAROC (2 hrs): Understanding the concepts - RAROC, Economic capital, How to measure businesses using RAROC, Forecasting and RAROC, Simulation using Monte Carlo method.

#### **Unit V Contemporary Topics**

**(7 Hrs)**

*Level of Knowledge: Conceptual and Working*

Convergence: IFRS & Basel norms - Investments, Loan loss provisioning, derivatives.

Risk Mgmt. - Mistakes to avoid: Learning from Case Studies- Bank Herstatt, Lehman Bros., Long Term Capital Management (LTCM), Barings Bank etc.

**[Total 30 Hours]**

#### **Prescribed Text**

Vivek., & Asthana, P.N. (2012). *Financial risk management*. (2<sup>nd</sup> ed.). Himalaya Publishing House.

## References

1. RBI's Master Circular on Risk Management
2. BCBS Consultative Document
3. Hull, J. C. (2010). *Risk Management and financial institutions*. (3<sup>rd</sup> ed.). Toronto: Wiley India.
4. Dun., & Bradstreet. (2006). *Financial risk management*. (1<sup>st</sup> ed.). Tata McGraw Hill.
5. Crouhy, M., Galai, D., & Mark, R., (2006). *The essentials of risk management*. The McGraw Hill Companies.
6. Williams, A. C., Young, P., & Smith, M.L. (1998). *Risk management & insurance*. The McGraw Hill Companies.
7. Risk Management study course for CAIIB - IIB

## External Expert Advisor

Mr.Mahidhara Davangere V  
MBA,MFC,Msc(Maths),DAT(UK)  
Corporate Investment Consultant  
Pramartha Investment Partners  
Bangalore

# **CURRICULUM**

## **YEAR - II**

### **Trimester – VI**

#### **GENERAL MANAGEMENT**

## **MBA 611 Business Analysis – III**

**2 Credits**

### Description

This course is a continuation from Business Analysis II. The purpose of this course is to provide the students with a deep understanding of the approach, tools, techniques and best practices required to facilitate definition of requirements for IT solutions to business problems. This course will coach students on how to elicit, analyze, model, document, and validate Solution Requirements, i.e. Functional and Non Functional Requirements to a solution. It also deals with how to effectively communicate requirements to the stakeholders (client & implementation team) and manage these requirements.

### Learning Objectives

- To learn how to ANALYZE and DOCUMENT REQUIREMENTS using best practices like USE CASE SPECIFICATION
- To understand BUSINESS RULES and how to document them
- To learn principles involved in designing USER INTERFACES keeping User Experience in focus
- To learn how to visualize requirements using various UML MODELS like activity diagram, state transition diagram etc.
- To understand NON FUNCTIONAL REQUIREMENTS and how to elicit them
- To learn the concepts in REQUIREMENTS MANAGEMENT
- To understand the basics of AGILE FRAMEWORK

### **Unit I Use Case Specification**

**(6 Hrs)**

#### *Level of Knowledge: Conceptual and Case Study*

- Structure of a Use Case
- Activity Diagrams
- 4D Approach to Use Cases: Discover-Describe-Develop-Detail
- Basic Validation Req.
- Capturing Assumptions & Dependencies
- Capturing Interface Req., Messages, Basic & Adv Validation Req.
- Capturing Assumptions & Dependencies

### **Unit II Business Rules**

**(4 Hrs)**

#### *Level of Knowledge: Conceptual, Analytical and Case Study*

- What & Why Business Rules?
- Structural & Operative Business Rules
- Wording Business Rules – best practices
- Embedding Business Rules in Use Case Specification

**Unit III User Experience Principles (4 Hrs)**

*Level of Knowledge: Conceptual and Case Study*

- User Persona
- Wireframes / Prototypes
- Using Wireframes for elicitation as a best practice
- Capturing User Experience related requirements in the Use Case Specification

**Unit IV Non Functional Requirements (3 Hrs)**

*Level of Knowledge: Conceptual and Case Study*

- What are Non Functional Requirements (NFR)?
- Types of NFR: Usability, Reliability, Performance, Supportability, Design and Implementation Constraints, Auditing, Localization, Help, Persistence, etc.
- Best Practices in eliciting NFR: which stakeholder to involve, impact of each NFR, etc.

**Unit V Requirements Analysis (Allied Concepts) (3 Hrs)**

*Level of Knowledge: Conceptual and Case Study*

- Organizing a Requirements Repository
- Requirements Prioritization
- Requirements Verification
- Requirements Validation

**Unit VI Requirements Management & Planning (5 Hrs)**

*Level of Knowledge: Conceptual and Case Study*

- Requirements Traceability Matrix
- Change Management & Impact Analysis
- Requirements Communication & Sign Off
- Requirements Transition
- Managing Issues / Clarifications
- Developing a Requirements Management Plan

**Unit VI AGILE Framework (5 Hrs)**

*Level of Knowledge: Conceptual and Case Study*

- Fundamentals of AGILE Framework
- AGILE Methodologies
- SCRUM Methodologies
- Role of a BA in SCRUM Methodology
- Documenting User Stories

**[Total : 30 Hours]**



### **Skill Development**

1. Requirements Analysis skills
2. Requirements Planning & Management skills

### **Prescribed Text**

- IIBA® 2009. A Guide to the Business Analysis Body of Knowledge® Version 2.0 (BABOK® Guide, Version 2.0)
- Bittner & Spence. Use Case Modeling; Addison Wesley
- Leffindwell & Widrig. Managing Software Requirements; Pearson
- Unger, Russ & Chandler, Carolyn (2012). A Project Guide to UX Design: For user experience designers in the field or in the making (2nd Edition) (Voices That Matter); New Riders

### **References**

1. Barbara, A. Carkenord. Seven steps to mastering business analysis. J. Ross Publishing.
2. Hull, Jackson., & Dick. Requirements engineering. Springer.
3. Krutchtenm, Phillippe., & Kroll. Rational unified process. Addison Wesley.
4. Pressman, Roger. Software engineering: A practitioner's approach. McGraw-Hill.

### **External Experts**

- |  |  |
|--|--|
| 1. Dr. Viswanath N.S.<br>Director<br>Bhavan Marshall Institute of Management<br>Race Course Road<br>Bangalore. | 2. Mr. Giri Narayanan<br>Director – HR<br>GE Power,<br>Bangalore |
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## **MBA 612 Cross Cultural Management**

**2 Credits**

### Description

The increase in both diversity and globalization in business require that employees, especially managers, develop cross-cultural competence to work effectively in international assignments, on cross-cultural teams, with increasingly diverse customers and clients, and to effectively compete or collaborate with competitors, suppliers, partners, and relevant stakeholders, such as governments and other public bodies.

Effective training and exposure to cultural differences around the world can help employees learn to be more successful in a variety of business settings.

This course seeks to provide students with an understanding of effective cross-cultural management and the challenges that are likely to be faced while working internationally.

The course is designed to give support and guidance to students by offering an insight and understanding of how cross cultural and intercultural issues manifest in the workplace.

- Coaching on skills such as communication, time management, assertiveness and conflict resolution.
- Developing skills and approaches to deal with cross cultural and intercultural issues.
- Providing guidance on how to leverage cultural differences and maximize the potential of a multicultural team.
- To provide conceptual frameworks and evidence from practice that will develop an understanding of the ways in which cultures differ, how these differences can impact management, and how cultural issues can limit organizational effectiveness.

### Learning Objectives

By the end of the course, students will:

- Understand how people, groups, organizations, and societies become infused with culture
- Gain an analytical and conceptual understanding of one's own culture and the differences from own versus other cultures
- Understand the influence of culture on attitudes and behavior
- Learn to recognize when cultural differences are affecting work relationships and the circumstances in which cultural differences are most likely
- Learn substantively about and come to appreciate cultures different from one's own
- Understand the typical reactions to cultural differences; learn to be mindful of those reactions in ourselves, and learn strategies for responding productively and positively to cultural differences.

**Unit I Introduction to cultural differences and the challenges in managing them (4Hrs)**

Level of Knowledge – Basic Knowledge

To identify the areas in which cultural differences present a challenge in managing people across cultures; To become more self-aware of our cultural conditioning, individual biases and assumptions and to understand the implications these have on our interactions with people who are different from us.

**Unit II Understanding the cultural impact on management (5 Hrs)**

Level of Knowledge – conceptual & skill based

To understand the impact of culture on management; The significance of culture in international management; Understanding and Managing Cultural Diversity. The meaning and dimensions of culture; comparative international management styles.

**Unit III Cross cultural communication & negotiation for competitive advantage (8 Hrs)**

Level of Knowledge – conceptual & skill based

Cross-Cultural Communication and Negotiations. Managing communication across cultures; The ability to communicate cross culturally and understand diverse perspectives in order to achieve a competitive advantage in our global economy. Culture and consumer behavior.

**Unit IV Leading in a cross cultural environment (4 Hrs)**

Level of Knowledge – conceptual & skill based

Cross-cultural leadership and motivation; Leading Responsibly in Multicultural Environment. Global business ethics.

**Unit V Managing business across cultures (3 Hrs)**

Level of Knowledge – conceptual & skill based

Managing Cultures in International Mergers and Acquisitions. Human Due diligence across cultures in organizations

**Unit VI Cultural impact on intellectual property (3 Hrs)**

Level of Knowledge – conceptual & knowledge based

Intellectual property issues in emerging countries. Cultural views of intellectual property around the world and its protection.

**Unit VII Career development in cross cultural environment (3 Hrs)**

Level of Knowledge – conceptual  
International Assignments and Global Career Development.

**[Total: 30 Hours]**

**Skill Development**

1. Organizational cultural survey
2. Cross cultural management
3. Relationship between work and social life

**Recommended texts:**

1. Bhattacharyya. (2012). *Cross-cultural management*. PHI learning Pvt Ltd,
2. Madhavan. S. (2011). *Cross-cultural management*. Oxford University Press
3. Thomas, D.C. (2010). *Cross-cultural management*. Sage Publications

**References**

1. Ferraro. (2007). *The cultural dimension of international business*. India: Pearson Education
2. Hofstede, G. *Cultures & organizations*. McGraw-Hill
3. Hopkins, B. (2009). *Cultural differences & improving performance*. Gower publishing,
4. Perry. *Intercultural communication*. Cengage learning.
5. Robert, T. M., Philip, R. H., & Sarah, V. M. (2011). *Managing cultural differences*. Routledge Publishing
6. Singh, N. K. (2012). *Eastern & cultural management*. India: Springer
7. Tjosvoid, D., & Leung, K. (2009). *Cross cultural management foundations & future*. Ashgate publishing Ltd.

**External Experts**

- |  |  |
|--|--|
| 1. Dr. Viswanath N.S.<br>Director<br>Bhavan Marshall Institute of Management<br>Race Course Road<br>Bangalore. | 2. Mr. Giri Narayanan<br>Director – HR<br>GE Power,<br>Bangalore |
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# **CURRICULUM**

**YEAR - II**

**Trimester – VI**

**HUMAN RESOURCE**

## **MBA 621 International Human Resource Management**

**2 Credits**

### Description

The course is offered as a human resource elective in the second year. The globalization of business is having a significant impact on human resource management. It is more imperative than ever for organizations to engage in human resource management on an international scale. Today's managers and business leaders confront decision problems in various functional areas of HRM while working in different national and cultural environment. Also, managers working in the corporate headquarters of MNEs have to deal with human resource issues relating to PCNs, HCNs, and TCNs. This course will cover the management issues which have implications on international HRM decisions including; cross-cultural negotiations, international dimensions of leadership, motivation, team work, and communicating with people of different cultural environment. The major focus of the course will be on international human resource management & development issues of recruitment and selection, compensation and reward systems, training and development, performance appraisal, expatriation, repatriation and career development.

### Learning Objectives

- To familiarize the students with the various concepts and issues relating to management of human resources in international businesses.
- To enable students to explore the challenges posed by rapid globalization of business, understand and analyze human resource issues for making effective decisions in the contemporary international business environment.
- To review the theories, models and concepts developed in the areas of international management, international organizational behavior, cross-cultural management, and other emerging disciplines, and study their implications on international HRM practices.
- Application of the theories and concepts & there managerial implications

### **Unit I Introduction**

**(4 Hrs)**

*Level of Knowledge: Foundation & Basic knowledge.*

Nature of International Human Resource Management (IHRM) – approaches to HRM – differences between domestic HRM and IHRM.

### **Unit II HRP & Training & Development**

**(8 Hrs)**

*Level of Knowledge: conceptual & application knowledge*

Human resource planning in IHRM – recruitment and selection – issues in staff selection – selection of expatriates.

Training and development – expatriate training – developing international staff and multinational teams.

**Unit III Performance Management & Compensation (8 Hrs)**

*Level of Knowledge: application knowledge*

*Performance management:* factors associated with individual performance and appraisal – Criteria used for performance appraisal of international employees – appraisal of host country nationals.

Compensation – objectives of international compensation – approaches of international compensation.

**Unit IV Expatriation & Repatriation (3 Hrs)**

*Level of Knowledge: Understanding & applying*

Expatriate failure – causes for failure. Repatriation – repatriation process.

**Unit V International Labour Relations (4 Hrs)**

*Level of Knowledge: Creating an understanding & appropriate application.*

Labour relations – Key issues in international relations – strategic choices before firms – strategic choices before unions – union tactics.

**Unit VI The International Context (3 Hrs)**

*Level of Knowledge: Skill development.*

Managing people in an international context – Japan – Europe – US.

**[Total 30 Hours]**

**Skill Development**

1. Lecture sessions, case studies, assignments, role plays and class presentations.
2. Live projects to be undertaken in various MNC's
3. Interaction with expats in various organizations

**Prescribed Text**

1. Dowling Peter J., et al (2010). *International Human Resource Management*. South Western: Thomas Learning Publication.

### Reference Books

1. Hill Charles W.L., (2010). *International Business*. McGraw – Hill Publications.
2. Mendenhall M. & Oddou G., (2009). *Readings and Cases in International Human Resource Management*. South-Western College Publishing.
3. Dennis R. Briscoe., (2009). *International Human Resource Management*. Prentice Hall.
4. Nancy Adler.,(2009). *International Dimensions of Organizational Behavior*. South-Western College Publishing.
5. Michael Armstrong.,(2009). *Armstrong's Handbook of Human Resource Management*. 11<sup>th</sup> edition, Practice, Kogan page.

### External Experts:

- |   |  |
|---|--|
| 1. Dr. B.C Sanjeevaiah,<br>Professor & Chairman<br>Post Graduate Department of Commerce<br>Bangalore University | 2. Mr. Girinarayan<br>Director<br>Human Resource<br>Lineage Power Ltd<br>Bangalore |
| 4. Mr. V.Krishnan<br>Visiting Professor,<br>Director, Indus Business<br>Basavangudi                             | 4 Dr. K. Vijay Kumar,<br>H.R. Consultant<br>J.P.Nagar<br>Bangalore                 |



## **MBA 667 Latest Trends in Human Resource Management**

**2 Credits**

### Description

This course is designed to help the students to understand the latest HR practices and trends in the industry, giving special attention to the major challenges and the paradigm shift facing today's HR management. The experiential learning method is adopted through discussions/ presentations based on Research articles/ case studies on issues relating to emerging HR trends and practices. Groups and individual presentations will be made by the students.

### Learning objectives

The course is offered as a human resource elective in the second year.

- To develop awareness towards the latest trends and prepare students for careers in the areas of human resources.
- To develop skills required for handling the current trends in HR practices and understand the requirements of the industry.
- To discuss issues relating to emerging HR trends and practices

### **Unit I Learning Organization**

**(6 Hrs)**

*Level of Knowledge: Conceptual and Basic*

Learning Organization, Meaning, Characteristics, Single-loop learning V/S Double loop learning. Creating a learning organization.

### **Unit II Managing Knowledge Workers**

**(5 Hrs)**

*Level of Knowledge: Working Knowledge*

Knowledge management meaning, challenges and recent trends. E – Learning: Challenges and issues

### **Unit III Psychological Contract**

**(4 Hrs)**

*Level of Knowledge: Conceptual*

Psychological contract. Meaning, Importance, Types and managing the psychological contract.

**Unit IV Skill Inventory (4 Hrs)**

*Level of Knowledge: Working Knowledge*

Skill Inventories, Competency mapping, Recent trends in training and development & performance appraisal.

**Unit V Human Resources Accounting (4 Hrs)**

*Level of Knowledge: Working Knowledge*

Human Resource Accounting and Audit: Meaning, process and importance.

**Unit VI Human Resource Information System (4 Hrs)**

*Level of Knowledge: Working Knowledge*

Human Resource Information system: Meaning & process.

**Unit VII Workforce Diversity (3 Hrs)**

*Level of Knowledge: Conceptual knowledge*

Managing work force diversity – Challenges and issues

**[Total 30 Hours]**

**Skill Development**

1. Group presentations on current trends in HR
2. Practical problems in implanting the new techniques
3. Case studies

**Practical Record:** Each student will maintain a practical record book duly signed by the facilitator after the completion of each skill. The record will contain the name of the skill, the conceptual frame work of the skill, at least two objectives to be achieved, at least two methods adopted for achieving the objectives, the results, the interpretation and discussion the results, the learning's from the skill and at least two action plan with follow up details.

No end term exam. The course is based on continuous evaluation on multiple components testing for conceptual knowledge, understanding and application of skills.

**Evaluation Pattern:**

1. Seminar on the topic
2. Written Assignment
3. MCQ (Four)
4. Case study with Teaching Note
5. Case Analysis

### **Prescribed Text**

Summaries based on latest trends in industry will be developed by the institute on a yearly basis.

### **Reference Books**

1. Mark, Easterby., Loius, Arajo. (2008). *Organizational learning and the learning organization*. Sage Publication
2. John, C.Maxwell., (2006). *The 360 leader*. Pearson publication.
3. Gupta,R.K. (2003). *Human resource accounting*. Anmol Publications.
4. Dr. Michael, J. K., & Mohan, T. (2007). *Human resources information system*. Sage publication.
5. Chaudhari,S.(2004). *Effective psychological contract: implications for HR practices*. ICFAI University Publication.
6. Amar, A.D. (2002). *Managing knowledge workers: Unleashing innovation and productivity*. Quorum books.
7. Pushkala, P.(2002). *Managing the organizational melting pot: dilemmas of workplace diversity*, Sage publication.

### **External Experts**

- |  |   |
|--|---|
| 1. Prof V. Krishanan<br>Consultant, Bangalore    | 3.Mr.R.Shriram,<br>Director, Cornerstone (I) Pvt Ltd.,<br>Bangalore |
| 2. Dr.Vivekanad,<br>ICFAI B school,<br>Bangalore | 4.Prof H.A.C. Poppen<br>Consultant, Bangalore                       |

# **CURRICULUM**

## **YEAR - II**

### **Trimester – VI**

## **LEAN OPERATIONS AND SYSTEMS**

## **MBA 671 OP 11 Green Operations (Waste Management)**

**2 Credits**

### Descriptions

This paper offers a fundamental framework for Green Operation ie., Waste and Pollution Management stressing to generate most minimum waste in an organization. This course provides students with knowledge of Waste and Pollution management adherence and in broader sense towards meeting the corporate objectives..a lean concept

### Learning Objectives

- To enable the students in Operations specialization to acquire an understanding of the different types of wastes generated and how to handle the same and the requirements for control of industrial pollution as per regulatory requirements for the industries.
- This will enhance the knowledge in students in the area of Waste and Pollution management adherence
- The students will be asked to analyse a problem of any industry in this area and give a report.
- This being a lean concept, awareness of corporate social responsibility will be developed in the students. To make the students aware of the waste management requirements in an organization.

### **Unit I Introduction**

**(4 Hrs)**

#### *Level of Knowledge: Conceptual Knowledge*

History of waste treatment and disposal, European Union Waste Management Policy, state strategy of European, Asian countries, policy Instruments, Waste management Legislation, The economics of Waste Management, Options for waste treatment and disposal ,Green IT, Green Marketing, Green Finance

### **Unit II Operational 7 Type wastes**

**(4 Hrs)**

#### *Level of Knowledge: Working Knowledge*

Defects, Overproduction of goods, Transportation, waiting, over processing, Motion, Inventory, Optimizing them

**Unit III Waste Recycling and Landfill (5 Hrs)**

*Level of Knowledge: Conceptual Knowledge*

Definition of waste, Waste arisings, hazardous waste, Sewage sludge, Other wastes, Waste containers, Collection Systems and treatment, Economic Considerations, Material recycle Analysis , Waste landfill directives, Site Selection and Assessment, Consideration for landfills, Types of Waste landfills, Landfill design and Engineering, Landfill Liner materials, Landfill liner system, Processes Operating in Landfills, Landfill Capping, Landfills site completion and restoration, Energy recovery from landfill Gas, Old landfill sites.

**Unit IV Landfill (4 Hrs)**

*Level of Knowledge: Working Knowledge*

Waste treatment technologies- Pyrolysis, Gasification, Combined pyrolysis-gasification, Composting anaerobic Digestion.

**Unit V Waste Treatment Technologies (5 Hrs)**

*Level of Knowledge: Conceptual & Working Knowledge*

Introduction, Integrated waste management, Waste management organization, Repair and reclamation, Cost benefits of waste management, e-waste management.

**Unit VI Waste Management (4 Hrs)**

*Level of Knowledge: Working Knowledge*

Sources of air pollution, Pollution sources and effects, Meteorological aspects of air pollutant dispersion, Air pollution sampling and measurement, Air pollution control methods and equipment.

**Unit VII Air Pollution and Water Pollution (4 Hrs)**

*Level of Knowledge: Conceptual Knowledge*

Waste water treatment, Solid waste management, Hazardous waste management, Impact of man on the environment: An overview, Control of specific gaseous pollutants, Control of specific gaseous pollutants, Waste water treatment, Solid waste management, Hazardous waste management

**[Total: 30 Hours]**

**Skill Development**

1. Group wise presentation by students on different types of wastes generated by different type of industries and what are the methods adopted by various industries for disposal of wastes as per regulatory requirements.
2. Students will know about the latest concept in waste management.
3. Students will know about the latest concept on pollution control

4. Quality Circle team to propose the Waste management initiatives for the campus and make the campus green.
5. Case studies
6. Presentations on regulations regarding hazardous waste management.

**Prescribed Books**

1. Paul, T. W.(2010). *Waste treatment and disposal*. New Delhi: John Wiley and sons.
2. Rao, C.S.(2000). *Environmental pollution control engineering*. New Delhi: NewAge International.

**External input:**

1. Prof. Shivananda  
Vising Faculty
2. Prof. JishnuHazra  
IIM, Bangalore  
Bangalore
3. Prof. A.R. Muthuswamy,  
Ex-ED Operations & Maintenance,  
External Faculty,  
Bangalore

## **MBA 672 Software Engineering & Software Project Management**

**2 Credits**

### Description

The course offers a fundamental framework for Software engineering and software project management in an organization. The course approaches software development from a Systems Engineering perspective (an interdisciplinary, collaborative approach to the engineering of system solutions which aims to capture stakeholder needs and objectives and to transform these into a holistic, life-cycle balanced system solution which both satisfies the minimum requirements of stakeholders, and optimizes overall solution effectiveness)

### Learning Objectives

- To learn to create document for specifying, acquiring, developing, evaluating, supporting or managing software-intensive systems in future
- To enhance knowledge which integrates best practices from the fields of Quality, Software Engineering, and Project Management
- To understand how to tailor best practices to the unique requirements of projects

### **Unit I Introduction**

**(6 Hrs)**

**Software Engineering:** Software Engineering Concepts, SDLC, Software Development Models – Waterfall and Iterative models, Agile and Scrum approaches.

**Software Project Management:** Definition of a Software Project, Software projects Vs other types of projects, Project types – Development, Maintenance, and Support projects, Pricing models – Fixed price and Time & Material, Delivery Models – Onsite, Offshore, Onsite-Offshore, Phases in a software development project, Risks in Software projects.

### **Unit II Software Project Estimation and Planning**

**(6 Hrs)**

Effort estimation in Software projects, Problems with over-estimation and under-estimation, Estimation techniques, Overview of Function Point Analysis.

Scheduling a Project, Examples of Software tools for Project Scheduling.

Software Project planning, Resource requirements planning, Selection of the project management approach, Preparation of Project Charter and Software Project Management Plan



**Unit III Software Configuration Management (3 Hrs)**

Importance of Configuration Management in software delivery, Software Configuration items, establishing a Software Configuration baseline, Software Configuration Plan, Examples of Software Configuration Management tools.

**Unit IV Software Quality Management (5 Hrs)**

Software Quality Metrics, Defect Prevention Planning and establishing a Software Quality Management Plan for the project.

Overview of Software testing, Types of Testing - White Box Testing, Black Box Testing, Approaches for testing of software deliverables – Unit Testing, Integration testing, System testing, Performance Testing, Acceptance Testing. Examples of Software testing tools.

**Unit V Communication Management and Documentation in Software Projects (3 Hrs)**

Need for effective communication in a software project, Communication Management Plan, Managing communication within the project team, Managing communication with stakeholders, Need for Project documentation, Examples of Project documents.

**Unit VI Project Progress Review and Reporting (4 Hrs)**

Tracking the progress of a Project, Concepts of Earned Value Analysis.

**Project review and reporting:** Project reviews, Project Status reporting and Dashboards. Post-implementation review, sharing of lessons learnt and good practices, Project sign-off.

**Unit VII Business cases and Software Project Management Trends (3 Hrs)**

Critical Success factors for Software projects, Business cases of successful projects, Trends in Software Project Management.

**[Total: 30 Hours]**

### **Skill Development**

1. Group presentations of a live Software Application
2. Group presentation of different Software development models
3. Case analysis as to how Software Engineering can help in system improvement

### **Prescribed Texts**

1. Nicholas, J.M., & Steyn,H. (2010). Project management for business, engineering, and technology, Principles and practice (3rd ed.). Elsevier.
2. Peters, J.F., & Pedrycz, W. (2007). Software engineering: An engineering approach, Wiley.

### **Reference Books**

1. Hughes, B., Mall, R., & Cotterell, M. (2011). Software project management (5th ed.). Tata McGraw Hill
2. Jalote. P. (2002). Software project management in practice. Addison Wesley.
3. Schwalbe, K. (2009). Project management in IT, Course Technology.

### **External Experts**

- |   |  |
|---|--|
| 1. Prof. B. Rajendran Thangadurai,<br>(Ex Oracle) RB & Creations,<br>501 Block 18 Glitter, Sun City<br>Apartments, Outer Ring Road,<br>Bangalore-34 | 2. Prof. A. R.Muthuswamy<br>Ex-ED-SAIL<br>Visiting Faculty,<br>Bangalore |
|---|--|

# **CURRICULUM**

**YEAR - II**

**Trimester – VI**

**MARKETING**

## **MBA 664 Brand Management**

**2 Credits**

### Description

This paper is offered as a marketing elective in the sixth trimester. This course aims to develop conceptual knowledge of branding as part of marketing decision making and to familiarize concepts of developing a brand, manage brand portfolios, brand lifecycles, brand extensions & rebranding decisions.

### Learning Objectives

- To develop in students an understanding of brand management concepts and prepare them for careers in the areas of strategic brand management.
- To enable the students to be successful brand strategist & enable them to develop successful interfaces with sales, advertising & channel functions. acquire an understanding of the concept and meaning of customer relationship, the relationship process and various models of value and satisfaction.

### **Unit I Brand Definition and Success**

**(4 Hrs)**

*Level of Knowledge: Conceptual and Basic*

Strategic Success and Pioneer advantage, Successful brands, Concept of Market re-definition, General Managementsuccess and Brand success

### **Unit II Brand Equity**

**(6 Hrs)**

*Level of Knowledge: Conceptual and Application*

Cost based methods, Price based methods, Customer based brand equity, Brand asset management strategy

### **Unit III Brand Identity**

**(8 Hrs)**

*Level of Knowledge: Conceptual and Application*

Brand Identity, The Identity structure, Developing Brand Identity system  
Clarifying & elaborating Brand identity system

A strategic process for Building Integrated brands, Brand Vision, Brand Objectives

Choosing brand Elements, Designing & Implementing Branding Strategies  
Leveraging Secondary brand knowledge

**Unit IV Brand extension & Brand Portfolio strategy (6 Hrs)**

*Level of Knowledge: Conceptual and Application*

Types of brand extension, Need for brand extension Pros & Cons of brand extension

Category of related extensions & unrelated extensions

Brand portfolio strategy. Creating relevance, differentiation, leverage & clarity

**Unit V Brand Personality & Brand Repositioning (6 Hrs)**

*Level of Knowledge: Conceptual and Application*

Importance of Brand Personality Emotion centered definitions Brand image

Brand Image and country of origin, celebrity, user status,

Positioning and repositioning Relevance to consumers Search for a viable position

Making the brand serious, contemporary Brand as a differentiator

**[Total 30 Hours]**

**Skill Development**

1. Group presentations on various Branding initiatives from diverse business sector
2. Case studies
3. Presentations on Branding news updates

**Prescribed Text**

Lane Kevin Keller., (2006). *Strategic Brand Management*. Pearson education

**References**

1. Richard Elliott., Larry Percy, (2007). *Strategic Brand Management*. Oxford University press
2. Simon David A. Aaker & Shcuster, *Building Strong Brands*
3. Kapferer Jean Noel., (2007). *The New Strategic Brand management*. Kogan page

**Internet Sites**

[www.brandingasia.com](http://www.brandingasia.com)

[www.brandchannel.com](http://www.brandchannel.com)

**Blogs**

Thebrandingblog.com

**Expert Member**

Ms. Trinita Irene  
Manager Big FM  
Bangalore

## **MBA 678 Digital Marketing**

**2 Credits**

### Description

Digital marketing course has been designed in such a way as it helps the students to transit from a functional role to a management role that requires more strategic digital and web marketing skills.

Developing a successful digital marketing model is both an art and science. It involves the in depth knowledge of what is in the model, utilizing the right resources and collaborating marketing skills.

Students get an opportunity to develop core business skills and competencies in various functional areas related to digital marketing; this would enable them to handle issues involving cross functional areas.

### Learning Objectives

- Adapt web marketing strategies and best practices
- Understand the concepts of web marketing
- How to define web marketing goals, assign resources and asses growth opportunities
- Keep up-to-dates on web marketing best practices

### Pedagogy

Participants involve themselves actively in lectures, discussions and hands on training

### **Unit I Introduction to Digital marketing**

**(10 Hrs)**

Now and before of digital marketing - digital marketing for the 21<sup>st</sup> century, Importance and scope of digital marketing; How web sites works – dynamic, static, blogs: search engines and types of search engines – meta, crawler, directories; How to create a blog

### **Unit II Concepts of Digital marketing**

**(10 Hrs)**

Search engine optimization marketing, Online advertisement, Affiliate, Social media, Analytics. Introduction to Search Engines: Google guidelines, Best Practices, Quality guidelines, Design guidelines; Search engine page results – familiarizing Google results.

How Google works: Search engine ranking methods, Techniques to get on top of Google, Meta tags best practices

### **Unit III Social Media**

**(5 Hrs)**

Introduction to social media, Examples of social media, Uses of social media, How companies use social media, Impact of social media in search  
Benefits of social media: Case studies of social media, SEO for social media, How to get started in social media. Social media profile creation and optimization.

Online Ads – How online ads work : Interactive ads, Creative ads, Google Ad words, Online ad methods, Types of online advertisements, Face book ads, LinkedIn ads, Video ads, Text ads, Image ads, Local ads, Content network ads, Best practices, Campaign set up, Billing, Budget, Segment, Audience

Effective Ads: Calculating ROI, Budget, How to choose your ad partner, Blogging for businesses

Creative's & Content: Designing, Content development, Optimizing your ads, A/B testing, Conversion optimization, Landing page creation and optimization

Face book strategy: Identify goals, Find Influencers, Understand tone (listening), Activation.

How Face book advertisement works: The 3 Rs – Reporting, Results & Reallocation, Measuring ROI in Face book ads, Insights and Analytics for Face book

Twitter Management: Twitter for business, Step by step instructions to Twitter, Key Definitions

You Tube: You Tube branding, You Tube Ads, Getting started guide

### **Unit IV**

**(5 Hrs)**

Digital Marketing Management : Role of web marketing manager, Web marketing department structure, Roles and responsibilities, Job description, Targets, goals.

Digital Marketing Plan: Goals, objectives, KPI's, Market research, Value creation process. Strategic web marketing plan, Budgeting, Channel.

Online Reputation Management: Brand management, Tools to monitor online brand reputation, Communication online best practices, Online press releases, Online newspaper, magazine ads, Google, Yahoo news

### **Skill Development**

1. Establish effective web marketing processes and structure to meet goals
2. Develop & structure successful SEO, Affiliate marketing , Social media strategies and plan

5. How to allocate budget for each social media activities
6. Use analytics to analyze and give meaningful actionable insights

### **Prescribed Text**

Zimmerman Jan, Sahlin Doug; Social media marketing, All-in-one for dummies, Wiley India

### **Reference Books**

1. [Dave Evans.](#), [Susan Bratton](#), (2008). *Social Media Marketing: An Hour a Day.* ,2<sup>nd</sup> edition, Wiley
2. [Dave Evans.](#), [Susan Bratton](#), (2010). *Social Media Marketing: The Next Generation of Business Engagement.* Wiley
3. Your Google Game Plan for Success: Increasing Your Web Presence with Google AdWords, Analytics and Website Optimizer, [Joe Teixeira](#), Wiley 2010

### **Evaluation:**

The evaluation criteria would be totally based on projects.

Few suggested projects for evaluation:

Social media profile creation and optimization

Creating and uploading of blog

Live local business listing creation

The Project submission would be at the end of the Trimester.

Total marks 100.

Break –up:

Class Attendance                      5%

Class participation                      5%

Project work                              90%

(Project work would have 2 milestones. Each milestone would have equal weightage of 50% each)

### **Expert Member**

Mr. Suresh Babu  
Founder, Director  
Online Media Enthusiast  
Bangalore



## **ANNEXURE A**

### **Mid-term Question Paper Format –marks 50– time - 2 hours**

**Section A** - 12 marks 6 out of 8 questions (6 x 2= 12 marks)

**Section B** - 25 marks 5 out of 7 questions (5x 5= 25 marks)

**Section C** - Case study compulsory question 13 marks ( 1x13= 13 marks)

### **End-term Question Paper Format–marks 100– time - 3 hours**

**Section A** - 20 marks 10 out of 12 questions (10 x 2 marks)

**Section B** - 30 marks 6 out of 8 questions ( 6x 5 marks)

**Section C**- 30 marks ( 3x10 marks)

**Section D** - 20 marks

### **Mid-term Question paper format – Marketing Electives 2013 2 CREDIT COURSE**

**Section A** - 40 marks 4 out of 6 ( 10 x 4 = 40 )

Each question of 10 marks to have 3 components : Recall (3 marks)  
Application (5 marks) Contextualization (2 marks)

**Section B** - Case study - compulsory 10 marks

### **End-term Question Paper Format – Marketing Electives 2013 2 Credit Course Marks 100 – Time 3 Hours**

**Section A** - 80 marks 4 out of 6 (4 x 20= 80 marks )

Each question of 20 marks to have 3 components :  
Recall (6 marks) Application (10 marks) Contextualization (4 marks)

**Section B** - 20 marks Case study compulsory (20 marks)

**Mid-term Question paper format – Marketing Electives 2013**

**1 CREDIT COURSE Marks 25 – Time 1 Hour**

**Section A** - 20 marks 4 out of 6 ( 5 x 4 = 20 )

**Section B** - Case study - compulsory 5 marks

**End-term Question Paper Format – Marketing Electives 2013**

**1 CREDIT COURSE Marks 50 – Time 2 Hours**

**Section A** - 40 marks 4 out of 6 (4 x 10= 40 marks )

**Section B** - 10 marks Case study compulsory (10 marks)

**MBA 542 Marketing Research - Project based - No end-term exam**

**MBA 678 Digital Marketing - -Project based - No end-term exam**

**Submission of marks to Exam Office –**

1. Theory – 45 marks
2. Attendance – 5 marks
3. Practical - 50

**Mid trimester Examination Pattern of all OB/HR courses – Marks 50 – Time 2 hours**

Section A – 10 marks - 20 MCQ (20 x ½ =10 marks )

Section B – 30 marks - 5 out of 7 questions (6 x 5 = 30 marks)

Section C -10 marks - Case compulsory (10 marks)

**MBA 663 - Human Relation Skills and**

**MBA 667 Latest Trends in Human Resource Management - No End Trimester Examination.**

**Evaluation Pattern:**

1. 4 MCQ Tests - 50 marks
2. Practical Record – 10 marks
3. Individual Presentation- 10 marks
4. Group Presentation -10 marks
5. Written Assignment – 10 marks
6. Faculty assessment – 10 marks

**Submission of marks to Exam Office:**

1. Theory – 45 marks
2. Attendance – 5 marks
3. Practical – 50