

CHRIST UNIVERSITY

Hosur Road, Bangalore 560 029



POST GRADUATE DEPARTMENT OF BUSINESS ADMINISTRATION

SYLLABUS FOR MASTERS DEGREE IN BUSINESS ADMINISTRATION (MBA) (TRIMESTER SCHEME)

MASTERS IN BUSINESS ADMINISTRATION CURRICULUM YEAR- I

Trimester - I

Course	Title	Hrs	Marks	Credit
MBA131	Information Technology for Management	3	100	2
MBA132	Organizational Behaviour - I (Micro Perspective)	3	100	2
MBA133	Mathematics and Business Statistics	3	100	2
MBA134	Financial Accounting For Managers	3	100	2
MBA135	Managerial Economics I	3	100	2
MBA136	Principles of Management	3	100	2
MBA137	Management Communication and Case Studies	3	100	2
MBA175	Project: Organizational Structure Study & Book Review/ OBT	2 credits		
	Corporate Interface			
	Current Affairs			
	TOTAL	21	800	16

Trimester - II

Course	Title	Hrs	Marks	Credit
MBA231	Organizational Behaviour - II (Macro Perspective)	3	100	2
MBA232	Research Methodology	3	100	2
MBA233	Management Accounting	3	100	2
MBA234	Corporate Database Management & Management Information System	3	100	2
MBA235	Managerial Economics II	3	100	2
MBA236	Marketing I	3	100	2
MBA237	Fundamentals of Services Management	3	100	2
MBA238	Business Law	3	100	2
MBA275	Project: Social Concern	2 credits		
	Corporate Interface			
	Current Affairs			
	TOTAL	24	900	18

Trimester - III

Course	Title	Hrs	Marks	Credit
MBA333	Financial Management	3	100	2
MBA334	Operations Research	3	100	2
MBA335	Production and Operations Management	3	100	2
MBA336	Marketing -II	3	100	2
MBA 337	Business, Government and Indian Society	3	100	2
MBA 338	Enterprise Resource Planning	3	100	2
MBA339	Managing Human Resources	3	100	2
MBA375	Corporate Interface	100		
	Current Affairs			
	TOTAL	21	800	16

YEAR - II**Trimester - IV**

Course	Title	Hrs	Marks	Credit
MBA431	Strategic Management	3	100	2
MBA432	Total Quality Management	3	100	2
MBA433	Enterprise Resource Planning(2011)(II YEAR)	3	100	2
	Functional Electives / Elective I	3	100	2
MBA 461	M - 1			
MBA 462	F - 1			
MBA 463	H - 1			
MBA 477	O - 1			
	Elective II	3	100	2
MBA 464	M - 2			
MBA 465	F - 2			
MBA 466	H - 2			
MBA 478	O- 2			
	Elective III	3	100	2
MBA 467	M - 3			
MBA 468	F - 3			
MBA 469	H - 3			
MBA 479	O - 3			
	Elective IV	3	100	2
MBA 470	M - 4			
MBA 471	F - 4			
MBA 472	H - 4			
MBA 480	O - 4			
	Elective V	3	100	2
MBA 473	M - 5			
MBA 474	F - 5			
MBA 475	H - 5			
MBA 481	O - 5			
MBA 482	Project: Summer Internship (2 months)		100	2
	Corporate Interface			
	TOTAL	24	900	18

Trimester - V

Course	Title	Hrs	Marks	Credit
MBA 531	Entrepreneurship	3	100	2
MBA 532	Business Ethics	3	100	2
MBA 533	E - Business	3	100	2
	Functional Electives			
	Elective VI	3	100	2
MBA 561	M - 6			
MBA 562	F - 6			
MBA 563	H - 6			
MBA 583	O - 6			
	Elective VII	3	100	2
MBA 564	M - 7			
MBA 565	F - 7			
MBA 566	H - 7			
MBA 584	O - 7			
	Elective VII	3	100	2
MBA 567	M - 8			
MBA 568	F - 8			
MBA 569	H - 8			
MBA 585	O - 8			
	Elective IX	3	100	2
MBA 570	M - 9			
MBA 571	F - 9			
MBA 572	H - 9			
MBA 586	O - 9			
	Elective X	3	100	2
MBA 573	M - 10			
MBA 574	F - 10			
MBA 575	H - 10			
MBA 588	O - 10			
	SECTORAL SPECIALISATION(Any one of the following)		2	
MBA 577	F - A			
MBA 578	M - A			
MBA 589	Dissertation I		100	2
	Seminars			
	Corporate Interface			
	TOTAL	24	900	20

Trimester – VI

Course	Title	Hrs	Marks	Credit
MBA631	International Business	3	100	2
	Functional Electives			
	Elective XI	3	100	2
MBA661	M - 11			
MBA662	F - 11			
MBA663	H - 11			
MBA 671	O - 11			
	Elective XII	3	100	2
MBA664	M - 12			
MBA665	F - 12			
MBA667	H - 12			
MBA 672	O - 12			
MBA 673	Dissertation II	100		
	Corporate Interface			
	TOTAL	9	400	8
	GRAND TOTAL	120	4600	94

ELECTIVES**Marketing**

Trimester – IV	Trimester – V	Trimester – VI
1. Consumer Behaviour	1. Customer Relationship Management & Innovation Management	1. Service Management, Strategies & Projects
2. Business to Business	2. Integrated Marketing Communication	2. Brand Management
3. Strategic Marketing Management	3. Marketing Research	
4. Rural Marketing	4. Sales and Distribution Management	
5. International Marketing	5. Supply Chain Management	
	Sectoral Specialization	
	6. Retailing	

Finance

Trimester – IV	Trimester – V	Trimester – VI
1. Security Analysis & Portfolio Management	1. Mergers, Acquisitions & Restructuring	1. Financial Risk Management
2. Management of Financial Services	2. Taxation II	2. Commodity Market
3. Management of Banks and Financial Institutions	3. International Financial Management	
4. Project Appraisal and Finance	4. Wealth Management	
5. Taxation I	5. Strategic Financial Management	
	Sectoral Specialization	
	6. Insurance	

Human Resource

Trimester – IV	Trimester – V	Trimester – VI
1. HR Planning Recruitment & Selection	1. Organizational Change & Development	1. Human Relations skills
2. Performance Management & Employee Counselling	2. Labour Law II	2. Quantitative Human Resource management
3. Training and Development	3. Compensation Management	
4. Labour Law I	4. Strategic Human Resource Management	
5. International Human Resource Management	5. Latest trends in Human Resource Management	

Lean Operations & Systems

Trimester – IV	Trimester – V	Trimester – VI
1. Product Design & Facility Planning	1. Advanced- SCM	1. Green Operations (Waste Management)
2.Strategic Operations Management	2. Lean Planning, Manufacturing& Control	2.Software Engineering & Software Project Management
3. Project Management	3. Maintenance Management	
4. Business Intelligence	4.Technology Management	
5. Service Operations Management	5. Industrial Automation	

CURRICULUM

YEAR - I

Trimester – I

INFORMATION TECHNOLOGY FOR MANAGEMENT**MBA 131****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’

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**(4 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 Centres, Computer Generations and Computer hierarchy

UNIT IV: Role of Software in IT**(4 hrs)****Level of knowledge: Preliminary**

Overview of the software industry in India, Application and System software, Operating Systems, Cloud Computing, Virtualisation, 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)**

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: 28 hrs]**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. Turban Efraim, Leidner Dorothy, McLean Ephraim, Wetherbe James, Information Technology for Management: Transforming Organizations in the Digital Econom, India: John Wiley & Sons Publications, 7th Edition

References:

1. Freznel Carroll W, Freznel John C, Management of Information Technology, USA: Thomson- Course Technology Publications, Fifth Edition
2. Williams Brian K, Sawyer Stacey C, Using Information Technology: A practical Introduction to Computers and Communications, India: Tata McGraw -Hill Publishing CO. Ltd, Latest Complete Version
3. O'Brien James A, Management Information Systems: Managing Information Technology in the Business Enterprise, India: Tata McGraw -Hill Publishing CO. Ltd, Seventh Edition
4. Stair Ralph, Principles of Information system, New Delhi: Cengage Publications, (2008)
5. Turban, Mclean, Wetherbe, Making Connections for Strategic Advantage, New Delhi: John Wiley & Sons Inc Publications, (2008)
6. Lucas, Information Technology, New Delhi: John Wiley & Sons Inc Publications (2008)
7. Behl Ramesh, IT for Management, New Delhi: Tata McGraw Hills Publications, (2009)

ORGANISATIONAL BEHAVIOUR I (MICRO PRESPECTIVE)**MBA 132****2 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

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

UNIT 1 INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR**Level of Knowledge – Basic Knowledge****(4 hrs)**

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

UNIT 2 INDIVIDUAL BEHAVIOUR – PERSONALITY & PERCEPTION (6 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 3 LEARNING, ATTITUDES, VALUES & JOB SATISFACTION (6 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 4 MOTIVATION**(4 hrs)****Level of Knowledge – conceptual & Working Knowledge**

Meaning, Theories of motivation, Motivation applied in organizations, Job Design, Performance Appraisal, Goal Setting.

UNIT 5 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 6 COMMUNICATION**(2 hrs)****Level of Knowledge – skill development & application**

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

UNIT 7 LEADERSHIP**(4 hrs)****Level of Knowledge – skill development & Working Knowledge**

Historical Data and Studies, Meaning, Importance and Nature of Leadership, Types and Styles of leadership, Leadership Theories- Trait Theories, Behavioural Theories and Contingency Theories, Leadership in modern organizations.

[Total 30 hrs]**SKILL DEVELOPMENT**

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

PRESCRIBED TEXTS:

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

REFERENCE BOOKS

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

EXTERNAL EXPERTS

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Dr. B.C Sanjeevaiah,
Professor & Chairman
Post Graduate Department of Commerce
Bangalore University 2. Dr.Poornima Bhatt
Faculty, Icfai Business School,
Bangalore | <ol style="list-style-type: none"> 3. Mr. Girinarayan
Director – Human Resource
Lineage Power Ltd
Bangalore 4. Dr. Subhash Sharma
Director, Indus Business Academy
Bangalore |
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MATHEMATICS AND BUSINESS STATISTICS**MBA 133****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 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, 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**(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. Case Studies.
4. Presentation on Applications and Case Analysis.
5. Exposure to use of software applications – Excel & SPSS.

Core Texts:

- 1 Anderson Sweeny & Williams: Statistics for Business and Economics with CD (9th ed.), Thomson South Western Publishers.
- 2 U.K. Srivatsava, G.V. Shenoy and S.C. Sharma: Quantitative Methods for Managerial Decisions, (2001), New Age International (P) Ltd., New Delhi

Reference Texts:

1. Richard I. Levin, D.S. Rubin: Statistics for Management. (8thed.), Prentice Hall India Publications
2. Cryer Jonathan, Miller Robert. Statistics for Business: Data Analysis and Modeling. South Western Educational Publications
3. McClave James T., Sincich Terry, Besons George P. Statistics for Business and Economics. (10th ed.). Prentice Hall Publications.

External Experts:

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

MBA 134**2 Credits****DESCRIPTION**

This paper is offered as a compulsory subject in the first semester. 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. Students will learn the rudiments of costing and application of cost accounting principles in Managerial decision making.

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;
- To review the developments in accounting;
- 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.

UNIT- 1 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 – 2 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

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

UNIT – 3 STEPS IN PROCESSING TRANSACTION (BOOKS OF ACCOUNTS)**Level of Knowledge – Working Knowledge****(8 Hrs)**

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

UNIT – 4 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 – 5 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 – 6 INTRODUCTIONS TO COST ACCOUNTING**Level of Knowledge – Working Knowledge****(1 Hr)**

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

UNIT – 7 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 – 8 OVERHEADS**(4 Hrs)****Level of Knowledge - Working Knowledge**

Output/Unit Costing, Cost Sheet, Job Costing, Contract Costing.

UNIT-9 PROCESS COSTING**(4 Hrs)****Level of Knowledge - Working Knowledge**

Process Accounting, WIP (Equivalent Production), Normal & Abnormal Losses, Internal process profits, Joints & By-product costing.

[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

1. Bhattacharya A.B., Financial Accounting for Business Managers, Prentice Hall of India, New Delhi 2010.
2. Arora M.N., Cost and Management Accounting, Tata McGraw-hill Publishing Co. Ltd. (2010)

REFERENCES

1. Tulsian P.C., Financial Accounting, Pearson Publications, New Delhi 2010.
2. Gupta Ambrish, Financial Accounting for Management, Pearson Publications, New Delhi
3. N.Ramchandran and Kakani, Financial Accounting for Management, Tata McGraw-Hill Publications
4. Maheshwari S.N, Advance Accounting, Vikash Publishing House, New Delhi
5. Lal Jawahar and Srivastava Seema, Cost Accounting, Tata McGraw Hill Publications
6. Anthony Roberts, Accounting Text and Cases, Tata McGraw-Hill Publications.
7. Dr. Chandra Prasanna, Managers Guide to Finance and Accounting, Tata McGraw-Hill Publications.

EXTERNAL EXPERTS

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

2. CA Deepika R Kumar FCA
IIM Bangalore

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

4. Dr Ramesh
Department of commerce
Mount Carmel College
Bangalore

MBA 135**2 Credits****DESCRIPTION**

This course is offered in the first trimester with a basic understanding of microeconomic principles and quantitative tools to aid managers in making sound decisions. The course begins with an introduction to basic economic principles and the fundamental role of transactions and markets. Topics include forecasting consumer demand, production and cost analysis, optimal pricing and production decisions. Modern game theory and economics are further used to examine mostly internal managerial issues, such as incentive conflicts, information problems, and allocation of decision rights.

LEARNING OBJECTIVES

- To develop students with a basic understanding of microeconomic theory that can be used to understand behavior (in markets and organizations) and to make effective managerial decisions.
- To enable the students acquire an understanding of the concept and meaning of Economic theories of demand, cost, competition, monopoly, and oligopoly are introduced and applied in order to examine decisions about production and pricing.
- To enable the students to assess and understand the modern game theory and economics that are used to examine mostly internal managerial issues, such as incentive conflicts, information problems, and allocation of decision rights.
- To develop knowledge of basic economic principles and the fundamental role of transactions and markets.

UNIT I: INTRODUCTION**(3 Hrs)****Level of Knowledge – Conceptual and Basic**

Scope, role, economic principles, optimization techniques & analysis, Theory of firm

UNIT II: DEMAND ANALYSIS I**Level of Knowledge – Conceptual and Case study****(5 Hrs)**

Demand and supply analysis, Consumer behaviour and Choice Consumer sovereignty, Utility analysis.

UNIT III: DEMAND ANALYSIS II**(4 Hrs)****Level of Knowledge – Conceptual and Estimation**

Demand market curves, Demand forecasting techniques.

Elasticity of demand –Measurement of elasticity, factors affecting elasticity of demand.

UNIT IV PRODUCTION AND COSTS**(5 Hrs)****Level of Knowledge – Conceptual and Application**

Production, Improvement in productions, Technological innovation in production

Cost: Concepts, Traditional theory of cost, modern theory of cost, Revenue Analysis –TR, AR and MR, Economies of scale

UNIT V PROFIT MAXIMIZATION AND COMPETITIVE MARKETS**(6 Hrs)****Level of Knowledge – Conceptual and Basic Estimation**

Market structure: Perfect competition, Monopoly, Monopolistic Competition
Case study

UNIT VI OLIGOPOLY AND PRICING POLICIES

(4 Hrs)

Level of Knowledge – Conceptual and Basic Estimation

Non Collusive and Collusive oligopoly, Pricing practices and strategies-Case study

UNIT VII GAME THEORY

(3 Hrs)

Level of Knowledge – Conceptual and Problems

Choice of uncertainty, profit planning, Break even analysis

[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.

Core Texts:

1. Dominique Salvatore, Managerial Economics in a Globalised Economy, New York, Mc Graw Hill, 2008.
2. Trivedi M.L, “Managerial Economics-Theory and Applications”, New Delhi, Mc Graw Hill, 2009.

Reference Texts:

1. Truett and Truett, “Managerial Economics – Analysis, problems and cases” ,New Delhi, Wiley edition,2007, 8th Edition.
2. Geetika, Ghosh Piyali and Choudhary Purba Roy, “Managerial Economics”, New Delhi, Mc Graw Hill ,2009
3. Mankiw N.Gregory, Principles of Micro economics, New Delhi Thomson,2007, 4th Edition

External Experts

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

PRINCIPLES OF MANAGEMENT

MBA136

2 Credits

DESCRIPTION

This paper is offered as a core paper in the First trimester. It aims to prepare students for an exciting, challenging and rewarding managerial career.

LEARNING OBJECTIVES

- To give a general introduction to management studies and a brief outline on history and development of management thought.
- To provide an understanding about the various functions of management(POSLC)

UNIT I INTRODUCTION**(5 Hrs)****Level of Knowledge – Conceptual and Basic****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; Behavioral School, Quantitative School; Systems Approach, Contingency Approach; Contemporary Management thinkers & their contribution. Ancient Indian Management systems & practices. Comparative study of global management systems & practices.

UNIT II PLANNING**(5 Hrs)****Level of Knowledge – Conceptual & Basic/Working**

Types of plans; Steps in Planning Process; Strategies, Policies and Planning premises(Planning approaches); Decision making, Forecasting & MBO.

UNIT III ORGANIZING**(4 Hrs)****Level of Knowledge – Conceptual & Basic**

Organizational structure and design; types of organizational structures; authority, delegation, decentralization and reengineering

UNIT IV STAFFING**(4 Hrs)****Level of Knowledge – Conceptual & Basic**

Human resource planning, Recruitment, selection, training & development, performance appraisal, managing change , compensation and employee welfare.

UNIT V LEADING**(4 Hrs)****Level of Knowledge – Conceptual and Basic**

Leadership concept, leadership theories, motivation & communication.

UNIT VI CONTROLLING**(4 Hrs)****Level of Knowledge- Conceptual and Basic**

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

UNIT VII SOCIAL RESPONSIBILITY, ETHICSAND STRESS MANAGEMENT**(4 Hrs)****Level of Knowledge – Conceptual & Basic**

Concept of social responsibility; corporate governance, Managing ethical behaviour, Tools of Ethics and Management of Stress.

[Total 30 hours]

Skill Development

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, Filmfare Awards
2. Case studies
3. Role Play
4. Leadership Style Exercise

Prescribed Texts

1. Weihrich Heinz, Management 12th Edn, TMH Publications
2. Daft Richard L, The New Era of Management, Cengage Publications

References

1. Prasad L.M., Principles and Practices of Management, New Delhi: Sultan Chand & Sons.
2. Sherlekar S.A., Management, Mumbai: Himalaya Publications.
3. Stoner James A.F. & Freeman Edward R., Management, New Delhi: Prentice-Hall of India Private Limited.
4. Massie Joseph L, Essentials of Management, New York: Prentice-Hall India

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
Lineage Power,
Bangalore

MANAGEMENT COMMUNICATION AND CASE STUDIES

MBA 137

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.Lesikar, Marie E.Flatley, Basic Business Communication, Tata McGraw Hill Publishing Company Ltd,New Delhi,2005

Reference Texts:

1. Adler Ronald B., Elmhorst Jeanne Marquardt, Communicating at work, The McGraw-Hill Publications
2. Ewald Helen Rothschild and Burnett Rebecca E., Business Communication, NJ: Prentice- Hall International Publications,
3. Rai Urmila & Rai S. M, Business Communication, Himalaya Publishing House,
4. Chaturvedi P.D, Chaturvedi Mukesh, Business Communication Delhi: Pearson Education.
5. Bovee L., Thill John V. & Chaturvedi Mukesh, Business Communication today coutland, (2008 9th Edition)
6. Ramachandran K. K., Lakshmi K.K, Karthik K.K & Krishnakumar M, Business Communication, Macmillan India Ltd Publications,(2008)
7. Raman Meenakshi & Singh Prakash, Business Communication, Oxford University Press Publications,(2008)

External Experts:

1. Dr. Viswanath N.S.
Director
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2. Dr. Subhash Sharma,
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3. Mr. Giri Narayanan
Director – HR
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Bangalore

CURRICULUM

YEAR - I

Trimester – II

ORGANIZATIONAL BEHAVIOR II (MACRO PERSPECTIVE)**MBA 231****2 Credits****DESCRIPTION**

Organizations are all around us - we study in them, work for them, depend on them for goods and services, and we are often regulated or highly influenced by them. Understanding organizations is essential to become more effective analysts, managers and leaders. Organization scientists generally think of organizations as being comprised of three levels of analysis: the individual, the group or department, and the organization itself.

This course focuses on the organization as a whole. Students will gain an understanding of the ways in which managers seek to promote organizational effectiveness through internal structures and processes. Specific issues this course covers include: the influence of the organization's strategies, size, and production technology on the organization's design, the relationship of the organization with the external environment and strategies for managing organizational processes such as structure and design, power and politics, conflict, culture, change and development.

LEARNING OBJECTIVES

1. To increase students understanding about the foundation of organizations.
2. To make aware to students how organizational processes influence people working in organizations.
3. To enhance the ability of students to initiate and deal with major organizational changes.
4. To apply and design organizational processes for leveraging employee motivation and commitment.
5. To increase understanding of students of the relationship between the macro dimensions of organizations and its behavioral implications on employees.

UNIT 1 INTRODUCTION TO ORGANISATION & DIMENSIONS OF ORGANIZATION STRUCTURE (7 Hrs)**Level of Knowledge – Basic Knowledge**

Introduction to organization: Evolution of Organization theory, Organizational effectiveness, dimensions of Organization structure.

Dimensions of Organization structure: Strategy, Organization Size, Technology, Environment, Power-control.

UNIT II CHOOSING THE RIGHT STRUCTURAL FORM & CONTEMPORARY ISSUES IN ORGANIZATION THEORY (6 Hrs)**Level of Knowledge – conceptual & application Knowledge**

Choosing the right structural form: The simple structure, The machine Bureaucracy, The professional bureaucracy, the divisional structure, the adhocracy, the matrix. Contemporary issues in organization theory: Managing the environment, internal & external strategies-Applications.

UNIT III POWER & POLITICS (4Hrs)**Level of Knowledge – conceptual & skill development Knowledge**

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

UNIT IV MANAGING ORGANIZATIONAL CULTURE (4 Hrs)**Level of Knowledge – application & Working Knowledge**

Meaning, dimensions & types of culture, creating, sustaining & transmitting culture, keeping cultures alive & how employees learn culture.

UNIT V MANAGING ORGANIZATIONAL CONFLICT & STRESS (4Hrs)**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 VI MANAGING ORGANIZATIONAL CHANGE (3 Hrs)**Level of Knowledge – skill development & application Knowledge**

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

UNIT VII ORGANIZATIONAL DEVELOPMENT (2 Hrs)**Level of Knowledge – application & Working Knowledge**

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

[Total 30 hours]

SKILL DEVELOPMENT

1. Project work, exercises, class activities, & training instruments.
2. Case studies, group discussions, exercises, games, role-plays & psychological Instruments will be adopted.
3. Small group interaction, group tasks and presentations will be made Compulsory. Term paper

PRESCRIBED TEXTS

1. Jones, G.R, Organizational Theory, Design, and Change: Text & Cases, Pearson Education Publications, (2009)
2. Robbins S.P, Organizational theory, structure, designs & applications, Prentice-Hall Publications, 2009
3. Aquinas P.G, Organization Structure and Design-applications & challenges, New Delhi: Excel Publications, 2009^{1st} Edition

REFERENCE BOOKS

1. Daft, R. L, Organization Theory and Design, South-Western: Thomson Publications, 2009
2. Hall R.H., Organizational Structures, Processes & outcomes, Asia: Pearson Education Publications, 2009
3. B.S. Moshal, Organisational theory & Behaviour, text & cases, Anne student edition, 2nd, Anne Books Pvt Ltd, 2009.

EXTERNAL EXPERTS

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

RESEARCH METHODOLOGY**MBA 232****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**(4Hrs)****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**(10 Hrs)****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.

Core Text:

1. Malhotra Naresh, Marketing Research, Pearson Publications

Reference Texts:

1. Cooper Donald R. and Schindler Pamela S., Business Research Methods, Tata McGraw Hill Publications.
2. Shenoy GV, Srivastave UK & Sharma SC, Quantitative Techniques for Managerial Decision making, New Age Publishers.
3. Nargundkar Rajendra, Marketing Research, Tata McGraw-Hill Publications.
4. Aaker David A., Kumar V. & Day George S., Marketing Research, Wiley Publications, 8th Edition.
5. Hair Joseph F., Anderson Rolph E., Black William C. & Tatham Donald L., Multivariate Analysis.
6. Malhotra Naresh K., Marketing Research-An Applied Orientation, Prentice hall of India Publications, 5th Edition.
7. Saunders, Lewis Philip, Thornhill Adrian, Research Methods for Business Students, Pearson Education Publications, 3rd Edition.
8. Taylor Bill, Sinha Gautam, Ghoshal Taposh, Research Methodology: A guide for Researchers in Management and Social Sciences, Prentice-Hall of India Pvt Ltd., Publications, 2006.

External Experts:

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

MANAGEMENT ACCOUNTING**MBA 233****2 Credits****COURSE OBJECTIVE**

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.

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, we want to help you develop a basic understanding of the

- 1) Cash flow and fund flow statement, ratio analysis.
 - 2) Managerial accounting concepts and reports that help managers make planning decisions,
 - 3) Decision facilitating and decision enhancing roles of accounting information,
- More importantly, we want to help you develop problem-solving skills, whereby
- 4) You will be able to apply your understanding of managerial accounting concepts to solve business problems in the real world.

This course will help all students (whether or not you are aiming for an accounting career)

UNIT- 1 ANALYSIS IN MANAGEMENT ACCOUNTING**(2 Hrs)****Level of Knowledge – Working Knowledge**

Analysis of Financial Statement

Trend Analysis

Comparative and common size statement

Ratio Analysis

UNIT – 2 FINANCIAL STATEMENT ANALYSIS AND INTERPRETATION**Level of Knowledge – Working Knowledge****(10 Hrs)**

Financial statement analysis and Interpretation

Types of ratios and its importance

Fund flow analysis

Cash flow analysis

UNIT – 3 BUDGETS AND BUDETORY CONTROL**Level of Knowledge – Working Knowledge****(6 Hrs)**

Concepts of Budget and its advantages

Functional, Master and Cash Budget

Flexible and Zero based Budgeting

Responsibility Accounting

Performance Budgeting

UNIT – 4 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 – 5 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 topic

Prescribed Text

Arora M.N, Vikash Publications, 2010

Khan and Jain, Management Accounting, Tata McGraw Hills Publications, 2010

Reference Books

1. Khan M. Y. and Jain P. K., Management Accounting – Text, Problems and Cases, Tata McGraw-Hill Company Ltd Publications, 4th Edition
2. Dr. Maheshwari S., Elements of Management Accounting, Sultan Chand & Sons Publications
3. Reddy P., & Appannaiah H .R., Essentials of Management Accounting, Himalaya Publishing House
4. Chandra Prasanna, Managers' Guide to Finance and Accounting, Tata McGraw-Hill Company Ltd Publications
5. Dr. Maheshwari S., Principles of Management Accounting, Sultan Chand and Sons Publications, (2010)
6. Raman B. S., Methods and Techniques of Cost Accounting, United Publisher
7. Lal Jawaharlal and Srivastava Seema, Cost Accounting, Tata McGraw Hill Publications, (2010)
8. Jain and, Narang, Cost Accounting
9. Horngren Charles T., Datar Srikant M., foster George, Rajan Madhav V. & Ittner Christopher, Cost Accounting a Managerial Emphasis, Pearson Publications, 15th Edition 2010
10. Jawaharlal, Management Accounting, Himalaya Publishing House,(2007)
11. Lyrich, Accounting for Management, New Delhi: Tata McGraw Hill Publications, (2010).

External Experts

- | | |
|---|--|
| 1. Prof. Shetty FCA
Department of Management
Dayanad Sagar Institute
Bangalore | 2. CA Deepika R Kumar FCA
IIM BANGALORE |
| 3. Prof Chaudhary Prasad
TAPMI
Manipal, Karnataka | 4. Suresh Sharma CPA
Controller - MIDC
Bangalore |

CORPORATE DATABASE MANAGEMENT**MBA 234****1 Credit****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.

Pedagogy:

The course is facilitated by,

Class lectures concerned to relevant module topics

Case studies on E-R, E-ER and Object Oriented data modeling.

Student presentation and classroom discussions on design on at least **six** datamodeling cases, based above techniques.

Students will develop a skill to design a database solution for various functionalities like Marketing, Finance and HR in organizations and comment on the advantages it can provide for organizational productivity.

UNIT I**(4 Hrs)****Database Concepts & Database Applications**

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**(3 Hrs)****Database Management**

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

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

UNIT III**SQL Queries****(3 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 Jeffrey A., Prescott Mary B. and McFadden Fred R., Modern Database Management System*
2. *Korth & Sudarsan Database concepts, Tata McGraw Hill Publications*

UNIT V**Control and Security of Information****(2 Hrs)**

Security threats, System vulnerability and hazards, Computer crimes, Data security and access control, Communication and application control, Disaster recovery planning, Risk management, Information privacy.

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*

[Total 15 hours]

MANAGEMENT INFORMATION SYSTEMS**MBA 234****1 Credit****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

Pedagogy:

The course is facilitated by,

Class lectures concerned to relevant module topics

Case studies on Functional and Cross Functional Information Systems.

Student presentation and **classroom discussions** on design an MIS solution for various managerial functions like

Production/Manufacturing, Marketing, Financial Accounting, Human Resources.

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.

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. *Laudon Kenneth C. and Laudon Jane P., Management Information Systems, Prentice-Hall India.*
2. *Brein James O' Management Information Systems, Tata McGraw Hill Publications*
3. *Goyal D. P ., Management Information Systems (Managerial Perspective), Macmillan Publications*

UNIT II**Functional & Cross Functional Applications****(5 Hrs)**

Operational Information systems: Human Resources/ Financial Accounting/ Operational/ Marketing. Tactical Information systems: Human Resources/ Financial Accounting/ Operational/ Marketing. Strategic Information systems: Human Resources/ Financial Accounting/ Operational/ Marketing.

Enterprise-wide Information Systems

ERP systems, Logistics & Supply chain systems, Customer Relationship systems, Knowledge management systems, Database systems, Data warehousing & Data mining systems, E-Business, Strategic management Systems, Extended ERP systems

Reference Books

1. *Laudon Kenneth C. and Laudon Jane P., Management Information Systems, Prentice-Hall India.*
2. *Brein James O' Management Information Systems, Tata McGraw Hill Publications*

3. Goyal D. P ., *Management Information Systems (Managerial Perspective)*, Macmillan Publications
4. Anderson Post, *Management Information Systems*, Tata McGraw Hill Publications

UNIT III

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. Laudon Kenneth C. and Laudon Jane P., *Management Information Systems*, Prentice-Hall India.
2. Brein James O' *Management Information Systems*, Tata McGraw Hill Publications
3. Anderson Post, *Management Information Systems*, Tata McGraw Hill Publications

UNIT IV

Management of Information Systems

(2 Hrs)

Organizing data processing, Effective organization of Information processing, Roles & responsibilities of Information Systems professionals, User-developed applications, Management of End-user computing.

Essential Text:

Launden, *Management Information System*, Pearson Publications

Brain James O, *Management Information System*, TMH Publications

Reference Books

1. Laudon Kenneth C. and Laudon Jane P., *Management Information Systems*, Prentice-Hall India.
2. Brein James O' *Management Information Systems*, Tata McGraw Hill Publications
3. Anderson Post, *Management Information Systems*, Tata McGraw Hill Publications
4. Lucas, *Information Systems for Management*, Tata McGraw Hill Publications
5. Turban, Mclean, *Information Technology for Management*, Wiley Publications
6. Schultheis, *Management Information Systems*, Tata McGraw Hill Publications

[Total 15 hours]

MANAGERIAL ECONOMICS II**MBA 235****2 Credits****DESCRIPTION:**

The course is offered in second trimester to help students to think independently about the real world situations, by helping them master the basic technical tools. The course introduces the important macroeconomic concepts used by economists to tackle a range of issues that are relevant to businesses, governments and households.

LEARNING OBJECTIVES:

- To illustrate how macro economics contributes to business management
- To explain how the theories and tools of economic analysis can be applied to business decision making
- To analyze the necessary and supplementary conditions for profit maximization.

UNIT I NATIONAL INCOME**(5 Hrs)****Level of Knowledge: Concepts and Application**

Macro economic aspects of Managerial economics

Measuring National Income, cost of living, Balance of payments

Case study

UNIT II MACRO ECONOMIC THEORY I**(5 Hrs)****Level of Knowledge: Conceptual and Case studies**

Aggregate Demand and Aggregate supply. Business cycles: facts, causes.

Consumption: Keynes on consumption. The Multiplier, Net exports and government

Case study

UNIT III MACRO ECONOMIC THEORY II**(6 Hrs)****Level of Knowledge: Conceptual and Analytical**

Macro Economic Instability, Money, Unemployment and Inflation, Tradeoff between inflation and unemployment.

Open economy macro economics: Concepts, flow of goods, exchange rates, equilibrium in open economy

UNIT IV INVESTMENT DECISIONS**(5 Hrs)****Level of Knowledge: Conceptual and Application**

Demand for money and supply of money - Investment: profit maximization and optimal capital stock – adjustment costs and investment decisions – financial structure and investment – investment in developing countries – ISLM frame work Case study

UNIT V MACRO ECONOMIC POLICY**(4 Hrs)****Level of Knowledge: Conceptual and Application**

Monetary policy objectives and targets: goals of monetary policy and intermediate targets – choosing intermediate targets in the case of demand shocks - choosing intermediate targets in the case of supply shocks – targeting the nominal GDP.

Fiscal Policy - Influence on aggregate demand.

Case study

UNIT VI ECONOMIC GROWTH**(5 Hrs)****Level of Knowledge: Conceptual and Basic Understanding**

The Economics of developing countries

Indian Economy- Changing scenario- Trade and Trade policies - Trade balance and exchange rates: the real exchange rates – other approaches to the trade balance – purchasing power parity – choice of exchange rate regimes - Public sector in India – Implications for business.

[Total 30 hours]**Skill Development:**

- Application exercises on Macroeconomic policies
- Case studies
- Group presentations on Economic Growth

Core Texts :

1. Mankiw N.Gregory, Principles of Macro economics, Haryana, Thomson , 2007, 4th Edition
2. Dwivedi D.N. , Macro Economics – Theory and Policy, New Delhi, TATA McGraw Hill., 2007

Reference Texts:

1. D'Souza Errol, Macro economics, New Delhi, Pearson Education, 2008
2. Dornbusch Rudiger, Fischer Stanley and Startz Richard, Macro economics, New Delhi, TATA Mc Graw Hill , 2005
3. Vaish M.C., Macro economic Theory, New Delhi, Vikas Publication., 2007, 13th Edition

External Experts:

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Dr. Viswanath N.S.
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Bangalore |
|---|--|

MARKETING I**MBA 236****2 Credits****DESCRIPTION**

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

LEARNING OBJECTIVES

- This course aims to develop basic conceptual knowledge of marketing in decision making.
- 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 and channel decisions.

UNIT-1 INTRODUCTION,SCOPE AND CONCEPTS**(4 Hrs)****Level of Knowledge – Conceptual and Basic**

Marketing Management: Definition, Scope, Core Marketing Concepts, Company Oriented towards the market place

UNIT-2 MARKETING ENVIRONMENT**(4 Hrs)****Level of Knowledge – Conceptual**

Marketing Process, Marketing Environment(Macro):Demographic, Economic, Natural, Technological, Political-Legal and Social-Cultural.

UNIT-3 CONSUMER BEHAVIOUR**(3 Hrs)****Level of Knowledge – Conceptual and Application**

Consumer Buying and Organisational Buying Behavior

UNIT-4 MARKET SEGMENTATION**(4 Hrs)****Level of Knowledge – Conceptual and Application**

Segmentation, Targeting, Positioning

UNIT-5 PRODUCT**(6 Hrs)****Level of Knowledge – Conceptual and Application**

Product: Product Mix, Product line decisions, Brand decision, Packaging and Labeling, New product development process, Product life cycle stage.

UNIT-6 PRICING**(4 Hrs)****Level of Knowledge – Conceptual & Application**

Price: Setting the price, adopting the price

UNIT-7 CHANNEL MANAGEMENT**(4 Hrs)****Level of Knowledge – Conceptual**

Channels: Channel Design decision ,Channel Management decisions, Channel Dynamics, Retailing.

UNIT-8 INTEGRATED MARKETING**(1 Hr)****Level of Knowledge – Conceptual & Application**

Contemporary Marketing-Integrating the course

[Total 30 hours]**Skill Development**

The course will use a combination of approaches such as-

- 1.Lectures,
- 2.Case studies.
- 3.Marketing games & simulations.
4. Facilitate active learning through class presentations and exercises.

Prescribed Text

1. Philip Kotler, Marketing Management New Delhi: Prentice Hall of India Publications
2. Koshy Kotler, Marketing Management ,New Delhi: Prentice Hall of India

Reference Book

1. Ramaswamy V.S. and NamakumariS., Marketing Management-Planning, Macmillan India Ltd Publication(2006)
2. S.Neelamegham,Marketing in India-Cases and Readings ,New Delhi : Vikas Publications,(2007)

FUNDAMENTALS OF SERVICE MANAGEMENT**MBA 237****2 Credits****DESCRIPTION**

This paper is offered as a marketing elective in the second 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.

LEARNING OBJECTIVES

- To develop in students set of competencies and prepare them for careers in the areas of service industry.
- To enable the students acquire an understanding of the concept and meaning of services management, the relationship process etc
- To enhance students skills and knowledge in dealing effectively with a portfolio of services customers in a business setting.

UNIT I Understanding Services**(7 Hrs)****Level of Knowledge – Conceptual and Basic**

Distinctive aspects of services marketing - Developing Frameworks for Analyzing Services, The customer experience.

UNIT II Strategic issues in Services Marketing**(8 Hrs)****Level of Knowledge – Conceptual and Basic**

Positioning a service in the market place, Targeting customers and Building customer relationships. Managing Demand.

UNIT III Tools for Service Marketers**(8 Hrs)****Tools for Service Marketers****Level of Knowledge – Conceptual and Basic**

Creating and delivering Services, Adding value to core products with supplementary services. Developing pricing strategies. Promoting services.

UNIT IV Challenges for Senior Management**(7 Hrs)****Level of Knowledge – Conceptual and Basic**

Enhancing value by improving Quality and Productivity, Customer – Service function
Implementing Marketing effort. Globalizing Services Marketing.

[Total 30 hours]**Skill Development**

1. Group presentations on various Service management initiatives from diverse business sector
2. Case studies
3. Presentations on Service management news updates

Essential Text:

Lovelock Christopher H., Writz and Chatterjee Jayant, , Service Marketing, Pearson Education Publications, 6th Edition .2007

Reference Books

1. Hoffman K Douglas and Bateson John E.G., Essentials of Services Marketing: Concepts, Strategies and Cases, Thomson Publications, 2nd Edition, (2004)
2. Clow Kenneth E. and Kurtz David L., Services Marketing: Operation, Management and Strategy, New Delhi: Biztantra Publications, 2nd Edition(2009-reprint)

BUSINESS LAW**MBA 238****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. Students develop the skill and knowledge of Laws in business which enhances the operation of the firm.

OBJECTIVES:

- Business laws in the Market economy in the light of constitutional guidelines and judicial approach.
- To integrate international law relating to Business laws in India and the impact of W.T.O on Indian business.

UNIT I MERCANTILE OR BUSINESS LAW**(2 Hrs)****Level of Knowledge: Introduction**

Meaning and Nature of Law

UNIT II LAW OF CONTRACT**(6 Hrs)****Level of Knowledge: Conceptual**

Law of Contract; Consent and Free Consent; Consideration; Capacity to Contract; Performance of the Contract.

UNIT III TYPES OF CONTRACT**Level of Knowledge: Conceptual and Application****Contract of Guarantee and Indemnity****(2 Hrs)**

Contract of Guarantee and Indemnity; Rights and Discharge of sureties; Contract of Indemnity

Contract of Bailment**(2 Hrs)**

Contract of Bailment: Duties and Rights of Bailee; Contract of Bailment: Duties and Rights of Bailor and Termination of Bailment

Contract of Agency**(2 Hrs)**

Contract of Agency-Kinds of Agency and Agents: Duties and Rights of an Agent: Principal's duties to the Agent and Termination of an Agency.

UNIT IV SALE OF GOODS ACT**(6 Hrs)****Level of Knowledge: Conceptual and Case studies**

Law of Sale of Goods-Essentials of a Contract of Sale and Classification of Goods; Conditions and Warranties; Unpaid Seller and Remedies for Breach of a Contract.

UNIT V NEGOTIABLE INSTRUMENTS ACT**(3 Hrs)****Level of Knowledge: Conceptual and Analysis**

Law of Negotiable Instruments: Meaning and Essential Elements of Negotiable Instrument; Bill of Exchange and Promissory Note; Holder and Holder in due course; Discharging of Negotiable Instrument and Liability of Parties; Dishonour of Negotiable Instrument.

UNIT VI COMPANY LAW**(3 Hrs)****Level of Knowledge: Conceptual and basis**

Elements of Company Law: Company and its Incorporation: Company management and winding up.

UNIT VII CORPORATE GOVERNANCE CONCEPTS**(4 Hrs)****Level of Knowledge: Conceptual and application**

Corporate Governance; Desirable Codes for Corporate Governance: Effective Corporate-Governance: International Experiences, Limited Liability Partnership (LLP)

Skill Development:

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

Core Texts:

1. Pathak Akileswar, Legal aspects of Business, TMH Publications
2. Dr. Srinivasan, Company Law

Reference Books:

1. Bakshi P.M., The Constitution of India.
2. Gopalakrishnan K. C., Legal Economics – International Dimensions of Economics and law, Lucknow: Eastern Book Company Publications
3. Bakshi P.M., The Environment Protection Act 1986, year of publications 1992
4. Nayak K. K., Consumer Protection law in India- AN Eco Legal Treatise on Consumer, 1991
5. Bakshi P.M., Environmental Law – procedural - 1993
6. Bakshi P.M., Intellectual property India Trends, 1992.
7. Bakshi P.M., The Air (Prevention and Control of Pollution Act 1981)
8. Bakshi P.M., The Water Prevention and control of Pollution Act 1974.
9. S.S. Ujjanwar, Law of Contract, 2000, Calcutta: Eastern Law House Publications
10. August Ray, International Business Law, New Jersey: Prentice hall Publications, Second edition
11. Miller and Jeutz, Business law To-day, St. Paul MN, U.S.A: West Publishing Company, 1988
12. Jabwala N.H., The law of contract, Bombay: C, Jamunadas & Co Publications, 1996
13. Jabwala N.H., The Sales of Goods Act, Bombay: C, Jamunadas & Co Publications

External Experts:

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

CURRICULUM

YEAR - I

Trimester – III

MANAGING HUMAN RESOURCES**MBA 339****2 Credits****Objectives**

To enhance the students awareness of Human resource and how it is the core competency of any organization to achieve a competitive advantage in a turbulent environment.

To aid students in their understanding of the complexities involved in HRM and augment skills to effectively manage human resource.

Pedagogy

The course will be facilitated adopting methods such as structured discussions, role-plays, cases, processed feedback, structured experiences, lectures, Management games and presentations. Individual assignments and group tasks will also be part of this course.

PART A: ACQUISITION OF HUMAN RESOURCES:**UNIT I****(4 Hrs)****Human Resource Management**

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

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

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

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

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

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

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: MAINTANCE OF HUMAN RESOURCES**UNIT VII****(6 Hrs)****Industrial Relations- Basic Concepts**

Meaning and importance of industrial relations, Trade Unions, Collective Bargaining and Workers' Participation in Management.

[Total 30 hours]**Reference Books**

1. P. Jyothi and D.N. Venkatesh, 2006, *Human Resource Management*, Oxford University Press.
2. Decenzo D.A, Robbins S.P, 1999, *Human Resource Management*, John Wiley & Sons Publications
3. Fisher, C.D, Schoenfeldt, L.F, Shaw J.B, 1997, *Human Resource Management*, Houghton Mifflin Company Publications.
4. Mathis R.L, Jackson J.H. 2000, *Human Resource Management*, South Western: Thomson Learning Publications.
5. VSP Rao, 2000, *Managing People*, Amexcel Publishers private Ltd.,
6. Arun Monappa, *Personnel Management & Industrial Relations*.
7. C.S. Venkataratnam, & B.N Srivastava, *Personnel / Human Resource Management*
8. M.N Rudrabasavaraj , 2000, *Dynamic Personnel Administration*, Himalaya Publishing House
9. P. R.N.Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar, *Industrial Relations, Trade unions and Labour Legislation*
10. Snell & Bohlander, (2009), *Human Resource Management*, Cenage Learning Publications

FINANCIAL MANAGEMENT**MBA 333****2 Credits****DESCRIPTION**

Financial management is a specific area of finance dealing with the financial decisions, corporations make and the tools analyses used to make these decisions. Finance is about money and market, but it is also people. 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 concept of cash & derivative market;
- 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.
Dividend Theories (Walter, Gordon, M&M), Dividend policies in practice, Bonus shares.

UNIT -VII SOURCES OF FINANCE (2 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.

UNIT -VIII SPECIAL TOPICS (2 Hrs)

International finance – fundamental like derivative, forex market, types of rate & participants and risk management in forex.

[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

Chandra Prasanna, Financial Management, Tata McGraw Hills Publications, 2010
Khan and Jain, Financial Management, Tata McGraw Hills Publications, 2010

Reference Books

1. Brealey and Myers, Principle of Corporate Finance, New York: McGraw Hill Publications
2. Pandey I.M, Financial Management, New Delhi: Vikash Publication House
3. Shah Paresh, Financial Management, New Delhi: Biztantra Publications
4. Banerjee A.S.K, Financial Management, New Delhi: S.Chand & Co.
5. Van Horn J.C., Financial Management and Policy, New Delhi: Prentice Hall of India Public.
6. Madhu Vij, Multinational Financial Management, New Delhi: Excell Books Publications.

External Experts

- | | |
|---|---|
| 1. Prof. Shetty FCA
Department of Management

Dayanad Sagar Institute
Bangalore | 2. Rattan Gupta CFA (USA)
Financial Consultant- WIPRO |
| 3. Prof Chaudhary Prasad

T A Pai Management Institute
Manipal Karnataka | 3. Dr Rajesh Kumar

Alliance Business School
Bangalore |

OPERATIONS RESEARCH**MBA 334****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**(4 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

UNIT II TRANSPORTATION AND RELATED PROBLEMS**(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 – Maximisation 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 REPLACEMENT AND QUEUEING THEORY**(6 Hrs)****Level of Knowledge – Conceptual, analytical, problem solving**

Replacement: Replacement of items that deteriorate with time – value of money does not change – value of money changes with time. Replacement of equipment that fails completely.

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

UNIT VI NETWORK MODELS

(6 Hrs)

Level of Knowledge – Practical and problem solving

Introduction – Components – Events, Activities, Precedence, Errors, Dummies – Network Construction – Fulkerson's Rule – Time Analysis – Program Evaluation Review Technique (PERT) – Critical Path Method (CPM) – Float and Slack Times – Time Cost Optimisation Algorithm – Crashing

[Total 30 hours]

Skill Development

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

Core Texts:

1. Natarajan, Operation Research, Pearson Publications
2. Vohrs, QT Management, TMH Publications

Reference Texts:

1. Kalavathy S., Operations Research, Vikas Publishing House
2. Hillier Frederick S. & Lieberman Gerald J., Introduction to Operations Research: Concepts and Cases (special Indian edition), Tata McGraw Hill Publications, 2005
3. Gupta Prem Kumar & Hira D. S., Problems in Operations Research, S. Chand & Company Publications
4. Nair N. G., Resource Management, Vikas Publishing House
5. Anderson David R., Sweeney Dennis J. & Williams Thomas A., An Introduction to Management Science, Quantitative Approaches to Decision making, Thomson Learning Publications
6. Srivastava U. K., Shenoy G. V. & Sharma S. C., Quantitative Techniques for Managerial Decision making, Wiley Eastern Ltd Publications
7. Vohra N D, Quantitative Techniques in Management, Tata McGraw Hill Publications, 3rd Edition
8. Hamdy Taha, Operations Research: An Introduction, Prentice Hall of India Publications
9. Pandey Tulsian, Quantitative Techniques: Theory and Problems, Pearson Education Publications, 2008
10. Mccord Morse Philip, Methods of Operations Research, Dover Publications

External Experts:

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

PRODUCTION AND OPERATIONS MANAGEMENT**MBA 335****2 Credits****Objectives**

To familiarize the students with the concepts of production and operations management systems.

To appraise customer expectations of quality and relationships and to update technology to meet global competition and

To understand functions of inter relation departments and decisions involved therein.

Pedagogy

The course is facilitated by class lectures, case studies, student presentation and classroom discussions.

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

UNIT II Management of Quality**(4 Hrs)**

Management of Quality -Introduction to Quality and TQM Statistical process control-7 Qc tools Introduction to six sigma ,TPM

UNIT III Project Management**(4 Hrs)**

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

UNIT IV Planning strategic use of resources**(4 Hrs)**

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

UNIT V Inventory Management**(5 Hrs)**

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

UNIT VI – Supply Chain Management (4 Hrs)

Introduction to SCM ,TPS and JIT , Work study -Method study and work measurement

UNIT VII – Product Design, Process selection and Capacity Planning (4 Hrs)

Product Design and Process Selection-Manufacturing: The Product Design Process, Designing for the Customer, Designing Products for Manufacture and Assembly, Process Selection, Manufacturing Process Flow Design, Global Product Design and Manufacturing, Measuring Product Development Performance

Product Design and Process Selection-Services: The Nature of Services, An Operational Classification of Service, Applying Behavioral Science to Service Encounters, Designing Service Organizations, Structuring the Service Encounter, Service-System Design Matrix, Service Blueprinting and Fail-Staffing.

Strategic Capacity Management: Capacity Management in Operations, Capacity Planning Concepts, Capacity Planning, Planning Service Capacity

[Total 30 hours]

Essential Text:

Chase, Production and Operations Management, TMH Publications

Reference Books

1. Chase Richard B, Aquilano Nicholas J, and Roberts Jacobs F, *Operations Management for Competitive Advantage New Delhi: Tata McGraw Hill Publications, 11th Edition*
2. Krajweski Lee J and Ritzman Larry P, *Operations Management, Processes and Value Chains, Delhi: Pearson Education Publications, (2002) 7th Edition*
3. Gaither, N & Frazier, *Production & Operations Management, Thomson Learning Publications, (2002) 9th Edition*
4. Stevenson WJ, *Production and Operations Management, Irwin McGraw Hill Publications, 9th Edition*
5. Heizer Jay, Render Barry, *Operations Management, Pearson Education Publications, 8th Edition*
6. Buffa Elwood S. and Sarin Rakesh K, *Modern Production/Operations Management, John Wiley & Sons Publications, 8th Edition*

MARKETING II**MBA 336****2 Credits****DESCRIPTION**

This paper is offered as a core subject in the second trimester. This course objective is to sharpen the analytical skills and to bring in application perspective of the concepts that have been earlier learnt. The focus is more towards marketing arithmetic touching upon ROI, practical pricing methods etc. Also equal weightage to be given to familiarize on marketing strategy, planning & competition

LEARNING OBJECTIVES

- This course requires the use of a judicious mix lecture sessions, case studies, assignments, presentations as well as in-class exercises and simulations.

UNIT I: MARKETING STRATEGY PLANNING**(4 Hrs)**

What are marketing strategic plan, Selecting a market oriented strategy, Creative strategic plan, Implementing & controlling market plans?

UNIT II: DEALING WITH COMPETITION**(4 Hrs)**

Identifying competitors, Analysing competitors, Designing competitor intelligence systems, Designing competitive strategies

UNIT III: ADVERTISING, SALES PROMOTIONS, PUBLIC RELATIONS, PUBLICITY, PERSONAL SELLING & DIRECT MARKETING**(6 Hrs)**

Introduction to Advertising, Sales Promotion, Public relations, Publicity, Personal selling. Objectives, Role, Strategies, Budget decisions, Messages decisions & Media decisions

UNIT IV: MANAGING MARKETING EFFORT**(2 Hrs)**

Marketing organization, Marketing implementation, Evaluation & control

UNIT V: MARKETING ARITHMETIC**(4 Hrs)**

Understand components of an operating statement, how to compute stock turn rate, How to compute mark ups & mark downs, ROI, understand law of diminishing returns,

UNIT VI: COMPUTER AIDED PROBLEMS**(5 Hrs)**

Revenue cost and profit relationship, competitor analysis, demographic analysis, branding decision analysis, total distribution cost analysis, sales compensation analysis
Sales promotion analysis, marketing cost analysis, creativity

UNIT VII: CASE STUDIES**(5 Hrs)**

Competition, Product decisions, Pricing, Channel decision, integrated marketing communication

[Total 30 hours]

Skill Development

1. Application perspective of the concepts that have been earlier learnt. In terms of ROI , practical pricing methods etc.
2. Familiarize students with the concepts of marketing strategy, planning & competition

Prescribed Texts

Perault, Business Marketing, TMH Publications

Charlotte, Marketing Game, TMH Publications

References

1. Kotler Philip, Marketing Management, New Delhi: Prentice Hall of India Publications
2. Ramaswamy V.S. and Namakumari S., Marketing Management – Planning, Implementation and Control The Indian Context, Mac Millan India Ltd Publications, (2006)
3. S. Neelamegham, Marketing in India- Cases and Readings, New Delhi: Vikas Publications, (2007)
4. Czinkota MR and Kolabe, Marketing Management, New Delhi: Thomson South Western Publications, (2008)
5. Pefer Paul and Donnelly James H., Marketing Management, New Delhi: McGraw Hill Publications, (2008)
6. Joel Evans R., Barry Berman, Marketing Management, New Delhi: Cengage Learning Publications, (2007)

BUSINESS, GOVERNMENT AND INDIAN SOCIETY**MBA 337****2 Credits****DESCRIPTION:**

This paper is offered as a core subject in the Third trimester. It emphasizes the importance of business and the role of government and society in business decision process. Students develop the skill and knowledge of understanding business responses and management approaches to deal with social and governmental issues.

OBJECTIVE:

- To describe how other elements of society both domestic and international, such as economic systems, technological changes, political systems, legal systems, religious systems, and historical traditions, affect and are affected by the decisions business people make.
- To understand appropriate business responses and management approaches to deal with social issues and stakeholders.
- To develop an appreciation of ethical issues and their influence on business decision making.
- To understand the implications of changing work technology on business operations and how to derive benefit from the same.

UNIT – I STUDY OF BUSINESS, GOVERNMENT AND SOCIETY**Level of Knowledge: Basic****(3 Hrs)**

Importance of BGS to Managers – Models of BGS relationships – Market Capitalism Model, Dominance Model, Countervailing Forces Model and Stakeholder Model – Global perspective – Historical Perspective

UNIT – II THE DYNAMIC ENVIRONMENT**Level of Knowledge: Conceptual****(4 Hrs)**

Historical Forces changing the Business Environment – Key environments of Business – Power dimensions of Business – Theoretical perspective – Sociological perspective

UNIT- III MANAGING ENVIRONMENTAL QUALITY**Level of Knowledge: Conceptual and Theoretical****(6 Hrs)**

Analyzing and Regulating Risks – Human risk and Safety risk – Environment Management systems – Consumerism as an ideology and perspective – Consumerism as a protective movement

UNIT– IV CORPORATE SOCIAL RESPONSIBILITY (CSR)**Level of Knowledge: Conceptual and Applied****(5 Hrs)**

Evolving ideas of CSR – Elements of CSR – Principles of CSR – Comparison of Global scenario versus Indian scenario – Models of CSR implementation – Corporate Philanthropy – Ethics and CSR

UNIT – V MANAGING TRANSITION IN INDIA**Level of Knowledge: Conceptual****(6 Hrs)**

Liberalization, Globalization and Privatization - Multinational Corporations – Changing Work place – Impact of Economic Slowdown in Business and Society – Politics and Caste system in India – Role of Democracy

UNIT -VI EMERGING TRENDS IN INDIAN SOCIETY**Level of Knowledge: Conceptual and Applied****(6 Hrs)**

Inclusion of Women – NGO movement – Unorganized sector – Sustainable Development and Rural Poor – Public Private Partnerships – Decentralization of Power – Panchayat Raj Institutions

Core Text:

1. George Steiner. A. and John Steiner F, Business Government and Society, McGraw Hill International Edition, 12th Edition, 2009

Reference Texts:

2. Anne Lawrence T., James Weber, James Post. E., Business and Society, McGraw Hill International Edition, 11th Edition, 2005
3. Anubhavananda and Kumar Arya, Ethics in Management – Insights from Ancient Indian Wisdom, Ane Books India , 2008
4. Archie Carroll.B. and Ann Buchholtz.K., Business & Society, Thomson South Western, 5th Edition, 2003
5. Ferrell.O.C., Fraedrich. Paul John., Linda Ferrell., Business Ethics, Biztantra, 6th ed.2006

External Experts:

1. Dr. Viswanath N.S.
Director
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Race Course Road
Bangalore.
2. Dr. Subhash Sharma,
Director
Indian Business Academy
Bangalore.
3. Mr. Giri Narayanan
Director – HR
Lineage Power,
Bangalore

ENTERPRISE RESOURCE PLANNING**MBA 338****2 Credits****DESCRIPTION**

This paper is offered as an elective in the forth semester. It develops an understanding of various functions in an organization and its integrated approach. It also deals with the need for an organization to have an integrated software suite.

LEARNING OBJECTIVES

The course offers a fundamental framework for Enterprise Resource Planning (ERP) in an organization and making the students,

- It identifies the various Functional solutions for vertical and horizontal workflow of business operations.
- It provides an integrated approach to managers for a better decision making
- To orients the students towards understanding the business processes which can be integrated in a seamless chain through various Business Suits.

UNIT I- Concept and Benefits of ERP**(4Hrs)****Level of Knowledge – Conceptual and Basic**

Definition of ERP, ERP potential in Business transformation, Demand of ERP, Evolution, Modules ERP Modules, Benefits of ERP

UNIT II - Building Business cases for ERP**(6 Hrs)****Level of Knowledge – Working Knowledge**

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

UNIT III -Comparative analysis of ERP Software.**(4 Hrs)****Level of Knowledge – Conceptual**

The ERP market, Introduction to SAP, Modules of SAP, SSA Global, BAAN, IFS, The ERP product life cycle, The magic quadrant, Functional and technical features comparison.

UNIT IV: ERP enabled Business Process re-engineering**(4 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, Work flow management, Business case, Five stage AS-IS/TO- BE Analysis

UNIT V:- ERP implementation Project Management**(4 Hrs)****Level of Knowledge – working**

IT infrastructure Planning and methodology, 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 (4 Hrs)**Level of Knowledge – working**

Introduction, planning for integration, Change management Strategies, transformation of IT Function

UNIT VII- ERP-ES enabled best Business Practices (4 Hrs)**Level of Knowledge – working**

Best business cases of Metal Industry, Assembly line Industry, Service Sector/Industry ERP enabled practices and actual benefits accrued.

[Total 30 hours]

Skill Development

The course is facilitated by

1. **Class lectures** concerned to relevant module topics
2. **Case studies** on Functional and Cross Functional Information Systems.
3. **Student presentation** and **classroom discussions** on use of an ERP solution for various managerial problems of an organization in, Operations, Marketing, Financial Accounting, Human Resources.

Prescribed Texts

1. Jaiswal Mahadev and Vanapalli Ganesh, Enterprise Resource Planning, Mac Millan Publications
2. Leon Alexis, ERP , *Tata Mc Graw Hills*

References:

1. Singhla Ashim Raj, ERP, Cengage Publications
2. Business process and re-engineering, Dr B.R Dey, Biztantra
3. Concepts in ERP, Monk and Wagner, Thomson publication
4. Enterprise Resource Planning, Mary Summer, Pearson

External Experts

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

CURRICULUM

YEAR - II

Trimester – IV

STRATEGIC MANAGEMENT**MBA 431****2 Credits****DESCRIPTION:**

This paper is offered as a main course in the fourth semester. 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 of how different firms across industries take strategic decisions.
- To help students understand the strategic drive in multinational firms and their decisions in different markets.
- To enable the students to gain a knowledge of risks associated in strategic decision-making and also turn around loss-making companies

**UNIT I INTRODUCTION AND OVERVIEW OF STRATEGIC MANAGEMENT
Level of knowledge – conceptual (3 Hrs)**

Nature and Scope - Elements in Strategic Management Process - Understanding strategy development process in organization and the learning organization - Role of managers at various levels - Vision, mission, values, ethics and social responsibilities - Strategic groups including the five forces model and its limitations - Benefits of strategic approach to managing - Crafting a strategy

**UNIT II EXTERNAL AND INTERNAL ENVIRONMENT (3 Hrs)
Level of Knowledge – Conceptual and working knowledge**

National & global scenario - SWOT analysis - Competitive advantages and generic building blocks - Durability of competitive advantages

**UNIT III VALUE CHAIN CONCEPT AND ANALYSIS (4 Hrs)
Level of knowledge - Conceptual**

Superior efficiency, quality innovation and customer responsiveness - Competitive strategy at function level, business level & investment level-Strategy in fragmented industries, matured industries in global context

**UNIT IV INTEGRATION, DIVERSIFICATION, MERGERS AND ACQUISITIONS
(4 Hrs)**

Level of Knowledge – Conceptual

Upstream and downstream integration - Related and unrelated diversification - Business alliances, acquisitions and joint ventures in Indian and international context - Pursuing competitive advantage by competing globally - Competing in emerging foreign markets - Strategies for local companies in emerging markets

UNIT V STRATEGIC CHANGE MANAGEMENT**(3 Hrs)****Level of Knowledge – Conceptual**

Turn around Management and management of strategic change including SBUs
Restructuring politics, power and conflict - Core competence as a tool

UNIT VI STRATEGIES**(4 Hrs)****Level of Knowledge – Conceptual**

Training strategy to fit specific company and industry situations - Strategies for competing in emerging industries of the future - Strategies for competing in turbulent markets - Strategies for maturing, declining, fragmented and crisis ridden industries

UNIT VII IMPLEMENTATION AND CONTROL**(4 Hrs)****Level of Knowledge – Working Knowledge**

Corporate culture and leadership - Designing organization structure
Strategic control systems - Matching structure and control

UNIT VIII CURRENT ISSUES OF STRATEGIC MANAGEMENT**(5 Hrs)**

Global issues of 21st century - Strategic Audit - Issues in Non-profit Organizations
Managing Technology & Strategy - a Perspective

[Total 30 hours]**Skill Development**

1. Group presentations on various topics related to Strategic management that are related to business models, companies, industries and countries.
2. Study on Business Models
3. Case analyses
4. Class room discussions

Core Texts:

1. Ireland & Hoskisson, The management of Strategy, Cengage Publications
2. Sticland, Strategic Management, TMH Publications

Reference Texts:

1. Thomson Arthur A and Stickland A J, Strategic Management, Tata McGraw Hill Publications
2. Pearce John A. and Robinson Richard B., Strategic Management - Strategy Formulation and Implementation, AITBS Publishers and Distributors

3. Hill Charles W. L. and Jones Gareth R., Strategic Management Theory, Integrated Approach, All India Publishers & Distributors
4. Hunger David and Wheeler Tomas L, Strategic Management, Addison Wesley Publications
5. Johnson Gerry and Scholes Kevan, Exploring Corporate Strategy - Texts and Cases, PHI Publications
6. Lawrence and Glueck, Strategic Management & Business Policy, McGraw Hill Publications
7. Srinivasan R., Strategic Management - The Indian Context, PHI 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
Lineage Power,
Bangalore

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 TQM.

UNIT I INTRODUCTION TO QUALITY (2 Hrs)**Level of Knowledge – Conceptual and Basic**

Overview - Quality Definition - Quality, Price, Value Relationship - Hardware and Software Aspects of Quality

UNIT II QUALITY PHILOSOPHY (2 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”

UNIT III COST OF QUALITY (3 Hrs)**Level of Knowledge – Working Knowledge**

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

UNIT IV 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 V QUALITY TOOLS (3 Hrs)**Level of Knowledge – Working Knowledge**

Management tools for quality

UNIT VI TECHNICAL TOOLS FOR QUALITY (3 Hrs)**Level of Knowledge – Working Knowledge**

Techniques for general use, for on-line quality control, for off-line quality control

UNIT VII KAIZEN (4 Hrs)**Level of Knowledge – Working Knowledge**

Concept of Waste Elimination - Various Forms and Causes of Waste - Kaizen Approach - Benefits

UNIT VIII QUALITY SYSTEMS (3 Hrs)**Level of Knowledge – Working Knowledge**

ISO 9000, ISO 14000

UNIT IX BENCHMARKING**(2 Hrs)****Level of Knowledge – Working Knowledge**

Meaning, scope, Types of benchmarking, benchmarking practices

UNIT X BUSINESS PROCESS REENGINEERING**(2 Hrs)****Level of Knowledge – Working Knowledge**

Meaning, scope, Types, limitations

[Total 29 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. Sridhar Bhatt, 'Total Quality Management, 2007', Nagpur Himalaya Publications
2. Dale H Bester Field, Carol Besterfield –Michna, Glen H Besterfield, Mary Besterfield-Sacre, 'Total Quality Management', 2006 New Delhi, Pearson Publication

Reference Texts:

1. Evans James R, Total Quality Management, Organization, strategy. Thomas South western Publications, (2005)
2. Field Dale H Bester, Field Glen Bester, Field Mary Bester, Field Carol Bester Total Quality Management, Pearson Education Publications, (2006)
3. Bedi Kanishka, Quality Management, Oxford Press Publications, (2006)
4. Gitlow, Quality Management, The McGraw Hill Publications, (2005)
5. Logothetis N., Managing for Total Quality – from Deming to Taguchi and SPC Paperback, (2002)
6. Sarkar Debashis, The Managers Handbook for Total Quality Management
7. Raju Sundera S.M., Total Quality Management: A Primer

External Experts

1. Mr. Sivanandam
Director
Thiruveni Consultants
Bangalore
2. Mr. Jayathirta
Managing Director
Bulls Eye Ltd.,
Bangalore

ENTERPRISE RESOURCE PLANNING

MBA 433**2 Credits****DESCRIPTION**

This paper is offered as an elective in the forth semester. It develops an understanding of various functions in an organization and its integrated approach. It also deals with the need for an organization to have an integrated software suite.

LEARNING OBJECTIVES

The course offers a fundamental framework for Enterprise Resource Planning (ERP) in an organization and making the students,

- It identifies the various Functional solutions for vertical and horizontal workflow of business operations.
- It provides an integrated approach to managers for a better decision making
- To orients the students towards understanding the business processes which can be integrated in a seamless chain through various Business Suits.

UNIT I- Concept and Benefits of ERP**(4Hrs)****Level of Knowledge – Conceptual and Basic**

Definition of ERP, ERP potential in Business transformation, Demand of ERP, Evolution, Modules ERP Modules, Benefits of ERP

UNIT II - Building Business cases for ERP**(6 Hrs)****Level of Knowledge – Working Knowledge**

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

UNIT III -Comparative analysis of ERP Software.**(4 Hrs)****Level of Knowledge – Conceptual**

The ERP market, Introduction to SAP, Modules of SAP, SSA Global, BAAN, IFS, The ERP product life cycle, The magic quadrant, Functional and technical features comparison.

UNIT IV: ERP enabled Business Process re-engineering**(4 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, Work flow management, Business case, Five stage AS-IS/TO- BE Analysis

UNIT V:- ERP implementation Project Management**(4 Hrs)****Level of Knowledge – working**

IT infrastructure Planning and methodology, 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**(4 Hrs)****Level of Knowledge – working**

Introduction, planning for integration, Change management Strategies, transformation of IT Function

UNIT VII- ERP-ES enabled best Business Practices

(4 Hrs)

Level of Knowledge – working

Best business cases of Metal Industry, Assembly line Industry, Service Sector/Industry ERP enabled practices and actual benefits accrued.

[Total 30 hours]

Skill Development

The course is facilitated by

4. **Class lectures** concerned to relevant module topics
5. **Case studies** on Functional and Cross Functional Information Systems.
6. **Student presentation** and **classroom discussions** on use of an ERP solution for various managerial problems of an organization in, Operations, Marketing, Financial Accounting, Human Resources.

Prescribed Texts

3. Jaiswal Mahadev and Vanapalli Ganesh, Enterprise Resource Planning, Mac Millan Publications
4. Leon Alexis, ERP , *Tata Mc Graw Hills*

References:

5. Singhla Ashim Raj, ERP, Cengage Publications
6. Business process and re-engineering, Dr B.R Dey, Biztantra
7. Concepts in ERP, Monk and Wagner, Thomson publication
8. Enterprise Resource Planning, Mary Summer, Pearson

External Experts

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 461**2 Credits****DESCRIPTION**

This paper is offered as a marketing elective in the fourth semester. 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 behavioural 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**(4Hrs)****Level of Knowledge – Conceptual and Basic**

Role of Consumer Behaviour in Marketing -Development of Consumer Behaviour field, Consumer behavioural 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 & Systems 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; Behavioural 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**(6Hrs)****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**

4. Group presentations on various topics related to the subject, both conceptual and practical
5. Classroom discussions
6. Case studies –Analysis and discussion
7. Analytical skills through assignments

Prescribed Texts

Assel Hennry, Consumer Buying Behavior, Cengage learning India, Third Indian reprint 2009

Reference Books

1. *Schiffman L. G., and Kanuk L. L., Consumer Behavior, Prentice-Hall Publications & Pearson Education Publications (Low Price Edition 2003), (1999) 7th Edition*
2. *Assael Henry, Consumer Behaviour & Marketing Action, Thomson Learning Publications, (2001) 6th Edition*
3. *Engel James F., Blackwell, Roger D., & Miniard, Paul W., Consumer Behaviour, Thomson Learning Publications, (2001)*
4. *Solomon M.R., Consumer Behaviour- Buying, Having & Being, Prentice-Hall Publications, (1998) 4th Edition*
5. *Hawkins D. I., and Best, R. J Irwin, Consumer Behavior: Implications for Marketing Strategy, (2002) 8th Edition*
6. *Loudon and Bitta Della, Consumer Behaviour-Concepts and Applications, Tata McGraw Hill Publications, (2002) 4th Edition*
7. *Hawkins D.I, Best and Cooney, Consumer behavior - Building marketing strategy, Tata McGraw Hill Publications*
8. *Batra Satish & Kazmi, Consumer behavior, Excel books Publications, 2005*

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 MARKET (10 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 (6 Hrs)**Level of Knowledge – Conceptual and Working**

An introduction to Portfolio Management - Some background assumptions; Markowitz Portfolio Theory;

Multifactor Models of Risk and Return – Arbitrage Pricing Theory

- 1 Reilly & Brown, Investment Analysis & Portfolio Management , New Delhi: Thomson Publications, 2009 8th Edition
- 2 Chandra Prasanna, Investment Analysis and Portfolio Management, New Delhi: Tata McGraw – Hill Publications, (2008)

Reference Books

1. Fischer and Jordan, Security Analysis and Portfolio Management, Prentice Hall Publications
2. Bhalla V. K., Investment Management, S. Chand & Co Publications
3. Kevin S., Security Analysis & Portfolio Management ,New Delhi: PHI Learning Pvt Ltd Publications, 2008
4. Bodie / Kane / Marcus / Mohanty, Investments, Tata McGraw Hill Publications, 6th Edition
5. Brealey and Myers, Principles of Corporate Finance, Tata McGraw Hill Publications, 7th Edition

H 1 - HUMAN RESOURCE PLANNING, RECRUITMENT AND SELECTION

MBA 463**2 Credits****DESCRIPTION**

This paper is offered as a human resources elective in the fourth 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

Bhattacharaya, D. Human resources and planning, First Edition, Excel books, 2007

REFERENCE BOOKS

1. Gatewood, filed, Barrick, Human resource selection, Cenage learning, 2009, second edition
2. Diane Arthur, Recruiting, interviewing, Selection & orienting new employees, PHI publication fourth edition
3. Fisher, schoenfiled, Shaw, Human resource management, Biztantra, 2008 print
4. Snell & Bohlander, Human Resource management, Cenage Learning, 2009 print
5. Robert Half, Finding, Hiring and Keeping the best employees, Wiley publications, 2007
6. Harper Sally, Personnel Management Handbook, Gower publication, 1997
7. Walker, James W. Human Resource Planning, Tata Mcgraw hill, 2007
8. Cherrington David J., The Management of Human Resources, 4th Edition
9. Timple Dale, The Art & Science of Business Management ; Managing People, Vol.5

EXTERNAL EXPERTS

1. Dr. Poornima
ICFAI Business School,
Bangalore

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

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

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

OP 1 - PRODUCT DESIGN AND FACILITY PLANNING

MBA 477**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.

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

Skill Development

1. Group activities on product design and facility plan development
2. Case studies and numericals

Prescribed Books:

- a. Facilities Planning-James A. Tompkins, John A. White, Yavuz A Bozer& J.M.A Tanchoko –Wiley , India edition.
- b. Product Design and Development, K.T. Ulrich et al., McGraw-Hill., 4th edition –McGraw hill

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 B-2-B marketing, & the process involved in practice.
- Development of B-2-B 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**(3 Hrs)****Managing Innovation and new industrial product development****Pricing Strategy for business markets****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**(4 Hrs)**

Managing Business Marketing Channel**Business Marketing Communications****Level of Knowledge – Conceptual & Basic**

Direct & Indirect Channels, Distributors & Manufacturers Rep, Channel Objectives & Design, Selection & Motivation of Channel Members. B-2-B 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 in purchase of raw materials, capital & facilitating goods in Indian Co's & MNC's operating in India.
2. Segmentation & Positioning of B-2-B Products.
3. Forecasting Techniques for demand of Industrial Products
4. Preparation of quotation.
5. Case studies

Prescribed Texts

1. Michael D Hutt, Thomas W Speh, "Business Marketing Management" Cengage Learning
2. Reeder Robert R, Brierty Edward G, Reeder Betty H, Industrial Marketing, Analysis, planning and Control, PHI publication
3. Milind T Phadtare, Industrial Marketing, PHI Publication

References

1. Vitale and Giglierano, Business-to-Business Marketing, Analysis and Practice in a Dynamic Environment, Thomson Press Publications
2. Anderson, Business Market Management, Pearson Publications

External Experts

1. Mr Rajshekhar,
Head - Business Development
Keane India

F 2 - MANAGEMENT OF FINANCIAL SERVICES

MBA 465**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, Tata McGraw Hill, 2nd Edition
2. Dr. Gurusamy S, Indian Financial System, Tata McGraw Hill

References

1. Khan M Y, Financial Services, Tata McGraw Hill Publications, 5th Edition
2. Bhalla V.K., Management Of Financial Services, New Delhi: Anmol Publications Pvt. Ltd., First Edition
3. Srivastava R.M., Financial Management, Himalaya Publishing
4. Subramaniam P, Investment Banking
5. Bhole, , Financial Institution and Markets, Tata McGraw Hill Publications, 3rd Edition

H2 – PERFORMANCE MANAGEMENT & EMPLOYEE COUNCELLING

MBA 466**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

1. To know and understand how a performance management system works.
2. To develop the necessary skills and ability to design & deliver an effective performance management system
3. To acquire the skills for performance & employee counseling
4. How to elicit the support of the top management of the organization to develop these concepts.
5. To give & receive feedback on others & their own performance
6. How they can discuss and contribute to individual and team aims and objectives.

Course Outline**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, 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**(4hrs)**

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**4hours**

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:

A.S. Kholi & T. Deb, Oxford University Press, 2009

REFERENCE BOOKS:

1. Pulakos, E. D. Performance Management: A roadmap for developing, implementing and evaluating performance management systems. SHRM Foundation (<http://www.shrm.org/foundation/1104pulakos.asp>), (2000)
2. Bacal, Robert, Performance Management. (Ba). New York: McGraw-Hill Publications ISBN 0-07-071866-0 , (2009)
3. Latham & Wexley, Increasing productivity through performance appraisal. (LW), New York: Addison-Wesley Publishing Company ISBN= 0-201-51400-1, (2009)
4. Smith, JD" S, and Mazin, R, The HR answer book, AMACON & Becker,(2009)
5. Huselid M. A., & Ulrich D The HR scorecard, Harvard Business School Press, (2009)
6. Herman Aguinis, 2nd edition, Pearson Education 2009
7. T.V. Rao, 2004, Performance management & appraisal systems, response books, 2009
8. Michael Armstrong, 3rd edition, Performance management, Kogan Page, 2009.

Objectives

To give the students a clean 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. This subject will familiarize the students with concept on Strategic decisions importance in operations i.e., in product technology, Process technology, Tool Technology, Automation etc with special reference to managing and globalization.

Pedagogy

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

Unit I**Operation Strategy**

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**

Operation performance objectives and its change over time, Trade offs, Targeting and operations focus, Reference Book:

- Operations by Strategy Nigel Slack and Michael Lewis .Publisher Pearson education Second edition

UNIT III**Product and Facility**

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 4th Edition.

Unit IV**Process Technology**

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 1st Edition

UNIT V

Capacity and Supply Network

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**

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**

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 Panneer selvam Publisher: PHI Second Edition

References:

1. Operations by Strategy Nigel Slack and Michael Lewis .Publisher Pearson education Second edition
2. Production & Operation Management by R Panneerselvam Publisher: PHI Second Edition
3. Product Design and development by Karl T Ulrich Steven D Eppinger Publisher: McGraw Hill Indian Edition 4th Edition.
4. Technology strategy by Scott Shane Publisher: Pearson Education 1st Edition

M 3 - STRATEGIC MARKETING MANAGEMENT**MBA 467****2 Credits****DESCRIPTION**

This paper is offered as a marketing elective in the fourth semester. It helps students understand long term strategic issues confronting marketing managers and prepares them for a career in product management. Students opting for this elective specialize in the various aspects of strategic marketing – environment and internal analysis, strategies for market share growth, segmentation, targeting, positioning, branding, pricing, distribution, communication and relationship development strategies, implementation and control of strategic plans etc

LEARNING OBJECTIVES

- To help in students understand analytical models / frameworks that can be used for environmental and internal analysis.
- To help students understand strategic marketing decisions including products to offer, market segments to target, and competitive positioning, pricing and distribution strategies.
- To help students understand ways to grow market shares and create long term sustainable competitive advantage.
- To help students understand the process of implementation and monitoring of marketing strategy.

UNIT - I STRATEGIC ANALYSIS

(9 Hrs)

Level of Knowledge – Conceptual and Basic

Introduction to corporate strategy and its marketing implications – external environmental analysis frameworks, internal environmental analysis frameworks –PEST model, Porter’s five forces model. Porter’s value chain model, SWOT/ Tows matrix. Strategic analysis of select companies in India.

UNIT - 2 STRATEGY FORMULATION

(3 Hrs)

Level of Knowledge – Conceptual

Directional strategies of growth, stability and downsizing, Porter’s generic strategies of cost leadership, differentiation and focus, Ansoff’s product - market expansion grid, BCG matrix. Market share growth strategies for market leaders, followers and the smaller companies.

UNIT - 3 STRATEGY CHOICE

(15 Hrs)

Level of Knowledge – Working Knowledge

Market segmentation for Indian markets, measuring market opportunities and effectiveness of target segmentation, differentiation and positioning, brand management, pricing and distribution options, new product development process and marketing communication overview. Services marketing and branding of services. Discussion on strategic options for market share growth of select companies in India.

UNIT - 4 STRATEGY IMPLEMENTATION AND CONTROL

(3 Hrs)

Level of Knowledge – Working Knowledge

Organizing and planning for effective implementation, managing competitive advantage as a process, measuring success of strategy implementation.

[Total 30 hours]

Skill Development

1. Group presentations on environmental and internal analysis of specific Indian companies.
2. Group presentations on strategic initiatives for growth of specific Indian companies.

3. Case studies
4. Discussions with Industry executives

Prescribed Texts

4. Walker, Boyd, Mullins and Larreche, 'Marketing Strategy', . Tata McGraw –Hill, 4th edition, 2003

References

1. Al Ries and Jack Trout., 'Marketing warfare'. 1997, McGraw - Hill
2. Douglas West, John Ford and Essam Ibrahim., 'Strategic marketing – Creating competitive advantage'. Oxford University Press, 2nd edition 2010.

External Experts

1. Mr.Milind Chalisgaonkar
Ex CEO of H&R Johnson and Mphasis BPO
2. Mr. Vasanth Kumar
Director – Max Retail

F 3 - MANAGEMENT OF BANKS AND FINANCIAL INSTITUTIONS**MBA468****2 Credits****DESCRIPTION**

This paper is offered as a finance elective in the fourth semester. 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

(4Hrs)

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. Management of Indian Financial Institutions – By: [R M Shrivastava](#) & [Dr Divya Nigam](#) (Authors) – 2009, 8th edition - Publisher: Himalaya Publications

References

1. MacDonald Scott S. / Koch Timothy W. Management of Banking , Cengage learning, 6th Edition [Indian]
2. Gup Bentone / Kolari James W. Commercial Banking - The Management of Risk , Wiley India edition, 3rd Edition
3. Hull John C, Risk Management and Financial Institutions, Pearson.
4. Dun & Bradstreet, Financial Risk Management, Tata McGraw Hill.
5. General 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, Snow White Publications, 4th enlarged and revised edition
10. Tannan M.L., Tannan's Banking Law and Practice in India , Jain Book Agency

H 3 - TRAINING AND DEVELOPMENT

MBA 469

2 Credits

OVERVIEW

The course is offered as a human resource elective in the second year. The course includes both the cognitive and the behavioural 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

1. To enhance understanding of students towards training and development as a HRD strategic tool.
2. To increase their knowledge about the connection between HRM, HRD, Training and development.
3. To sensitize the students with the concepts, principles and issues connected with training and development.
4. To enable the students to identify, design, deliver and evaluate a feasible, meaningful and relevant training and development program.
5. 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 overview of the managerial job, general characteristics of managers, integration: strategies and management characteristics, management development implications, sources of knowledge/skill acquisition, training for executive level management

(40 Hours)

SKILL DEVELOPMENT

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

PRESCRIBED TEXT

Blanchard, P. N, and Thacker, J. W, Effective Training: Systems, Strategies, and Practices, II Edition, Pearson Education, 2009.

REFERENCE BOOKS

Truelove, S. Training and Development: Theory and Practice, Jaico Publishing House, 2009
 Mcgrath, E. H. Training for Life and Leadership in Industry, Prentice Hall of India Pvt Ltd, 2008.

Noe, A. R. Employee Training and Development, The McGraw-Hill Companies, 2008.

Janakiram, B Training & Development, Biztantra innovations in management, Dreamtech press, 2007

Anderson, A.H Training in Practice: Successful implementation of plans, Infinity Books, 2000.

Phillips, J. J Handbook of Training Evaluation and measurement methods, Jaico Publishing House, 2004.

Sahu, R. K Training for Development: All you need to know, Excel Books, 2005

Irwin L Goldstain, L. I and Ford, J. K Training in Organization: Needs Assessment, Development, and Evaluation, 4/E Thomson Learning, 2002

EXTERNAL EXPERTS

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

OP 3 - PROJECT MANAGEMENT

MBA 479

2 Credits

DESCRIPTION

This paper is offered as a operation elective in the fourth semester. It develops an project management mindset and prepares students for careers in the areas project management. Students opting for this elective specialize in the various aspects of project management; – defining scope ,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 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 team management.

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 QUALITY MANAGEMENT (3 Hrs)

Level of Knowledge – Working Knowledge

Concept of quality in projects, Processes of project quality management-Quality planning, cost of quality, quality assurance, project close out and continuous improvement, quality control.

UNIT - V PROJECT NETWORK ANALYSIS (8 Hrs)

Level of Knowledge – Working Knowledge

Critical path method, GANTT CHART, Project Evaluation and review technique, crashing of project work, problems

UNIT -VI PROJECT RISK MANAGEMENT (3 Hrs)

Level of Knowledge – Working Knowledge

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

UNIT - VII MANAGING PROJECT TEAMS (3 Hrs)

Level of Knowledge – Working Knowledge

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

Prescribed Texts

1. Clifford F. Gray & Erik W. Larson, 'Project Management'. Tata Mc Graw Hill .
2. Jack R Meredith, Samuel J. Mantel , Project Management- a managerial approach ,John Wiley

References

1. John M. Nicholas & Herman Steyn," Project Management for business, engineering and technology" PHI publications
2. R. Paneerselvam , Operations Research ,PHI publications.

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.

3. Prof.Jishnu Hazra
IIM Bangalore

M 4 - RURAL MARKETING

MBA 470

2 Credits

DESCRIPTION

This paper is offered as a marketing elective in the fourth semester. It develops a rural marketing perspective and prepares students for careers in the areas of rural marketing. Students opting for this elective specialize in the various aspects of rural marketing – the rural environment, scope, consumer behavior, marketing process, activities and strategies.

LEARNING OBJECTIVES

- To increase students in-depth understanding of the dynamic process of interaction between rural and urban markets.
- To enhance students understanding of how and why the marketing of consumer durables is different from that of FMCGs
- To familiarize students towards different marketing strategies that can be adopted by companies / banks for effectively tapping rural market potential

UNIT I INTRODUCTION (3 Hrs)

Level of Knowledge – Basic & Conceptual

Marketing Management perspective in relation to Rural Market, Rural market environment

UNIT II RURAL-URBAN COMPARISON (3 Hrs)

Level of Knowledge – Conceptual

Rural-urban disparities, Diagnosis of failure, Policy inventions, the rural economic structure- Farm and non farm sector.

UNIT III NATURE AND ATTRACTIVENESS OF RURAL MARKETS (4 Hrs)

Level of Knowledge – Conceptual

Concept, scope and nature of rural market, taxonomy of rural market, attractiveness of rural market, value added rural marketing

UNIT IV RURAL CONSUMER BEHAVIOUR (5 Hrs)

Level of Knowledge – Conceptual & Working Knowledge

Consumer behaviour, models, buyer's characteristics, buying decision process, buying behaviour patterns, buying evaluation procedure, brand loyalty, innovation adoption.

UNIT V RURAL MARKET RESEARCH (4Hrs)

Level of Knowledge – Application & Concept

MIS: Concepts, significance, internal reporting system, Market research system, decision support system, new research tools, Urban Vs rural market research, rural research business.

UNIT VI SEGMENTATION, TARGETING AND POSITIONING (3 Hrs)

Level of Knowledge – Concept & Working Knowledge

Segmentation, degree of segmentation, base of segmentation, targeting and positioning

UNIT VII STRATEGIES**(5Hrs)****Level of Knowledge – Application & Concept**

Strategies: Product, pricing, promotion and distribution.

UNIT VII FUTURE OF RURAL MARKETING**(3Hrs)****Level of Knowledge – Concept**

The future of Rural Marketing:

Introduction, Rural Vertical, Retail and IT Models, Rural Managers, Glamorize

Rural Marketing, Public-Private Partnership, e-Rural Marketing

(Total 30 Hrs)**Skill Development**

The course will use a combination of approaches such as-

- 1.Lectures,
- 2.Case studies,
- 3.Marketing games & simulations.
- 4.Participatory approach from students will facilitate active learning through class presentations and exercises.

Prescribed Text

1. Kashyap Pradeep, Raut Siddhartha, The Rural Marketing - Biztantra Edition, 2008

References

- 1.Krishnamacharyulu GSK, Rural Marketing – Text and Cases, Pearson Education, 2007
- 2.Velayudhan Sanal Kumar, Rural Marketing, New Delhi, Sage Publications , 2008
- 3.Dogra Balram, Ghuman Karminder, Rural Marketing- Concepts and Practices, New Delhi, Tata Mc Graw Hill, 2008
4. Swamy T.P.Gopal, Rural Marketing, Vikas Publishing House , 2nd edition

PROJECT APPRAISAL AND FINANCE**MBA 471****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**Level of knowledge: Conceptual and basic (2 Hrs)**

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**Level of knowledge: Conceptual and basic (2 Hrs)**

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**Level of knowledge: Conceptual and working (4 Hrs)**

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**Level of knowledge: Working (4 Hrs)**

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**Level of knowledge: Conceptual and working (6 Hrs)**

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**Level of knowledge: Working (4 Hrs)**

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**Level of knowledge: Conceptual and working (4 Hrs)**

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

UNIT VIII THE BASEL CAPITAL ACCORD**Level of knowledge: Conceptual (4 Hrs)**

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:

Project Finance in Theory and Practice - Designing, Structuring and Financing Private and Public Projects - Edition 2008 (Indian) - Stefano Gatti - Academic Press - An imprint of Elsevier.

Reference Books:

1. Fabozzi, F., and Nevitt, P.K (2006) Project financing (7th edition). London: Euromoney
2. Yescombe, E.r. (2002). *Principles of project finance*. San Diego, CA: Academic Press, 2002
3. Scott Hoffman (2007) The Law and Business of International Project Finance - 3rd Edition - Cambridge Univ. Press
4. D P Sarda – Govind Prakashan 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

H 4 - LABOUR LAW I (ADMINISTRATIVE LAWS)**MBA 472****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 in business scenario
- The powers of the government/authorities under the Act

UNIT - I FACTORIES ACT

(4 Hrs)

Level of Knowledge – Conceptual and Basic

Factories Act 1948 (Employers obligations on working hours, welfare, leave & safety)

UNIT - II SHOP AND ESTABLISHMENT ACT

(4 Hrs)

Level of Knowledge – Conceptual knowledge

Karnataka Shops & Establishment Act And Plantations Act 1951, (Employers obligations on working hours, welfare & leave)

UNIT - III CONTRACT LABOUR ACT

(4 Hrs)

Level of Knowledge – Conceptual

Contract Labour (R&A) Act 1970 (Employers obligations on engagement of contract labour and outsourced employees)

UNIT - IV WAGE LEGISLATION

(7Hrs)

Level of Knowledge – Conceptual knowledge

Wage Legislations (Employers obligations under Payment of Wages Act 1936, Payment of Bonus Act 1965, Minimum Wages Act 1948, State Festival Holidays Act)

UNIT - V ENVIRONMENT PROTECTION ACT 1986

(4 Hrs)

Level of Knowledge – Conceptual knowledge

Environment Protection Act 1986 (Obligations of Employers and Role of the Government Agencies)

UNIT - VI MISCELLANEOUS LABOUR ACTS

(4 Hrs)

Level of Knowledge – Conceptual knowledge

Miscellaneous Labour Acts (Employers obligations under Apprentices Act 1961 & Employment Exchanges Act 1959)

UNIT - VII REGISTER MAINTENANCE

(3 Hrs)

Level of Knowledge – Conceptual knowledge

Maintenance of Registers & Submissions of Returns

[Total 30 hours]

SKILL DEVELOPMENT

- Practical court cases and discussion.
- Case studies

- Presentations on Labour law news updates.

PRESCRIBED TEXT

1. Singh, B. D, Labour laws for managers, Excel Books, First Edition, 2007.

REFERENCE BOOKS

1. Sreenivasan M.R, Industrial Relations & Labour Legislations, Magrham Publications, 2003
2. Venkata Ratnam C.S., Industrial Relations, Oxford Publications, 2004
3. Malik P.L., Industrial Law, Vol I & II, Eastern Book Company Publications, 2003

EXTERNAL EXPERTS

- | | |
|---|---|
| 1. Prof. H.A.C. Poppen
Consultant, Bangalore | 3. N.P. Manjunatha
Consultant, Bangalore |
| 2. Prof. Dr. Sreenivasan
Consultant, Bangalore | |

OP 4 – BUSINESS INTELLIGENCE**MBA 480****2 Credits****Objectives**

- The course offers a fundamental framework for 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 an opportunity for managers to plan, analyze and design information system solutions for various functionalities of the organization

Pedagogy:

The course is facilitated by,

- 1) **Class lectures** concerned to relevant Unit topics
- 2) **Case studies** on Functional and Cross Functional data warehouse concepts.

Student presentation and classroom discussions on use of a Data Warehousing and Data Mining

Unit Topics:-**UNIT I:- Concept of Data Warehousing and Datamining****(4 Hrs)**

Data Warehouse Definition and characteristics, Operational and Informational data Stores, Data Warehouse Components, The Need for Data Warehousing, Data Warehouse Applications. Overview of Client server Architecture, Multiprocessor System, Relational Database technology for Data Warehouse, Database Architecture for parallel processing, Multidimensional data model, Implementation

UNIT II:- Data Mining-Classification and prediction**(5 Hrs)**

Data Mining measuring data Mining, Embedding Data mining into business process, Discover vs. prediction, over fitting. Issues regarding predictions, Classification by decision tree induction, rule based classification, Classification by backpropagation, Associative classifications

UNIT III:- Setting up a Data Mining Environment**(4 Hrs)**

What is Data Mining Environment, Building up core competency, New Line Business and data mining Skills, Requirements for advanced Data mining requirement, Building effective predictive model

UNIT IV:- Data Mining Methodology and Best Practices**(5 Hrs)**

Why a methodology?, Cluster analysis, Discriminant analysis, Hypothesis testing, Model, Profiling and prediction, Methodology, Decision Trees i.e., growth, pruning, Extracting rules and refinement, Decision tree in practice

UNIT V:- Cluster Analysis**(5 Hrs)**

What is cluster analysis, Types of data, Major clustering methods-Hierarchical, Density Based, Grid based, Model based, high dimensional, and constraints in clustering

UNIT VI:- Data Mining Applications**(5 Hrs)**

The business problem, approach and data Mining Methodology for the problem, Building the Model, Bringing a solution to the problem, Data Mining Applications in Management areas i.e., Customer Relationship management, Improving Manufacturing Process, Controlling waste.

UNIT VII:- Applications and trends in Data Mining**(4 Hrs)**

Latest Data mining- Applications, systems products, research prototypes, Data visualization principles Parallel co-ordinates, visualization of Trees, Additional themes on data mining, Trends in data mining.

Prescribed Books:

1. Mastering Data Mining by Michael J.A. Berry, Gordon S. Linoff Publisher: Wiley Second Edition
2. Data Mining-Concepts and techniques by Jiawei Han and Micheline Kamber, Publishers: Morgan Kaufmann

Recommended Books:

1. Data Warehousing and data mining by Alex Berson, Stephen J Smith Publisher: Wiley Second Edition

M 5 - INTERNATIONAL MARKETING**MBA 473****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 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; analysing 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 GLOBALE-MARKETING AND MANAGING 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 globalisation; 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

Cateora, Philip R., Graham John L. and Salwan, P. *International Marketing*. New Delhi: Tata-McGraw-Hill, 2008.

References

Keegan, Warren J. *Global Marketing*. New Delhi: Pearson Education, 2008.

1. Cherunilam, F. *International Business*. New Delhi: Prentice-Hall, 2006.

External Experts

- | | |
|---|--|
| 1. Dr. Erasi,
Professor,
Post Graduate Department of Commerce,
Bangalore University. | 2. Dr. Sanjeevaiah,
Professor,
Post Graduate Department of Commerce
Bangalore University. |
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F 5 - TAXATION-1**MBA 474****2 Credit****DESCRIPTION**

To give the students knowledge of the principles of direct tax laws and the relevant rules and principles emerging from leading cases To teach the students to apply the knowledge of the provisions of laws to various situations in corporate practice

LEARNING OBJECTIVES

- To understand the fundamentals of direct taxation;
- To create an awareness of the importance and usefulness of the direct tax planning;

- To develop an understanding of direct taxation and the principles and concepts underlying them;
- To lay foundation for developing the skills to interpret Income Tax Act 1961;
- To understand and proper presentation of complicated taxation provision through case study.
- To review the transfer pricing, DTAA and Advance Ruling.
- To understand the computation of taxation, available deduction and tax planning with in law;
- To lay foundation for developing the skills to appear before taxation authority.

UNIT- I INTRODUCTION TO TAXATION**(4 Hrs)****Level of Knowledge – Working Knowledge**

Source of Income Tax laws and rate of taxation.

Important definition and Importance of residential status in Income tax

Total Income and its scope, meaning of income received and deemed to be received.

Meaning of Income accrues or arising and deemed to accrues and arising.

Income not included in total income.

UNIT – II Incomes from Salary and House Property**(5 Hrs)****Level of Knowledge – Working Knowledge**

Meaning of salary and basis of charge

Place of accrual of salary and arrears of salary

Allowances, perquisites and leave salary

Deduction from salary and computation of salary

Income from house property: Basis of charge, deemed ownership and annual value

Net annual value, deductions, Unrealized rent and arrears of rent.

UNIT – III INCOMES FROM BUSINESS OR PROFESSION**(7 Hrs)****Level of Knowledge – Working Knowledge**

Meaning of Business and Business Income and basis of charge

Allowable deductions and not allowable deductions

Speculation Business

Computation of Business Income

UNIT – IV INCOME FROM CAPITAL GAIN and OTHER SOURCES**(4 Hrs)****Level of Knowledge – Working Knowledge**

Basis of charge, meaning of capital assets, Long term and Short term gain, meaning of transfer and mode of transfer, Computation of Income from capital gain.

Income from other sources: Income chargeable under this head, deduction- allowable and not allowable.**UNIT – V CLUBBING OF INCOMES AND SET-OFF AND CARRY FORWARD****(2 Hrs)****Level of Knowledge – Working Knowledge**

Clubbing provision and set-off and carry forward provision

UNIT – VI COMPUTATION OF GROSS TOTAL INCOME AND DEDUCTION**Level of Knowledge – Working Knowledge****(4 Hrs)**

UNIT – VII TAX AUTHORITIES, ASSESSMENT PROCEDURE, APPEALS AND REVISION (4 Hrs)

Level of Knowledge -Working Knowledge

Filing of return, belated return and defective return.

Assessment procedure and appeal to CIT (A) and ITAT, HC and SC.

[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

1. Manoharan T.N, Direct Taxation, Snow-White Publication (2010)
2. Singhanian V.K (2010), Direct Taxation, Taxman publication (2010)

REFERENCES

1. Ahuja Girish, Bharat Publications, New Delhi (2010).
2. Lal B.B Direct Taxation, Pearson Publications, New Delhi (2010)
3. Income Tax Report, Taxman publication (2010)
4. Chartered Accountant journal, ICAI, New Delhi
5. Bombay Chartered Accountant society journal, BCAS Mumbai.
6. www.manupatra.com

EXTERNAL EXPERTS

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

2. CA Deepika R Kumar FCA
IIM Bangalore

3. CA Vishwash Panjiar FCA
Senior Manager
Grant Thornton, Bangalore

4. Suresh Sharma CPA
Controller - MIDC
Bangalore

H 5 - INTERNATIONAL HUMAN RESOURCE MANAGEMENT

MBA 475

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

1. To familiarize the students with the various concepts and issues relating to management of human resources in international businesses.
2. 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.
3. 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.
4. Application of the theories and concepts & their 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

Expat 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

5. Lecture sessions, case studies, assignments, role plays and class presentations.
6. Live projects to be undertaken in various MNC's
7. Interaction with expats in various organizations .

PRESCRIBED TEXT

1. Dowling Peter J., et al, International Human Resource Management, South Western :Thomas Learning Publication, 2010

REFERENCE BOOKS:

1. Hill Charles W.L., International Business, McGraw – Hill Publications, 2010
2. Mendenhall, M. & Oddou, G. ,Readings and Cases in International Human Resource Management ,South-Western College Publishing, 2009
3. Dennis R. Briscoe International Human Resource Management, Prentice Hall. 2009
4. Nancy Adler, International Dimensions of Organizational Behavior, South-Western College Publishing, 2009
5. Michael Armstrong, Armstrong's Handbook of Human Resource Managemnt Practice, Kogan page, 11th edition, 2009.

EXTERNAL EXPERTS:

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Dr. B.C Sanjeevaiah,
Professor & Chairman
Post Graduate Department of Commerce
Bangalore University 4. Mr. V.Krishnan
Visiting Professor, Consultant & Trainer,
Indus Business
Basavangudi | <ol style="list-style-type: none"> 3. Mr. Girinarayan
Director – Human Resource
Lineage Power Ltd
Bangalore 4 Dr. K. Vijay Kumar,
H.R. Consultant & psychologist Director,
J.P.Nagar
Bangalore |
|--|--|

OP 5 – SERVICE OPERATIONS MANAGEMENT**MBA 481****2 Credits****DESCRIPTION**

This paper is offered as a subject in the fourth trimester for operation specialization. It emphasis the importance of effective operation management in service industry Students develop and specialize on the various approach to efficient working of service industry

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 ,internet services

UNIT II FORECASTING DEMAND FOR SERVICES (4 Hrs)

Subjective models – Delphi method , cross impact analysis , Historical analogy .Causal models-Regression models, econometric models ,Time series forecasting

UNIT III MANAGING CAPACITY AND DEMAND (4 Hrs)

Strategies of managing demand – Segmenting demand , offering price incentives , promoting off peak demand , developing complementary services .Strategies for managing capacity – work shift scheduling ,Yield management

UNIT IV MANAGING WAITING LINES AND QUEUEING MODELS (6 Hrs)

The Economics of waiting, psychology of waiting , Essential features of queueing systems Analytical queueing models -Standard M/M/1 Model , Standard M/M/c model

UNIT V SERVICE SUPPLY RELATIONSHIPS (6 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 VI SERVICE QUALITY (3 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 VII GROWTH AND GLOBALISATION OF SERVICES (3 Hrs)

Domestic growth and expansion strategies- Focused service , Focused network , clustered service diversified network , Franchising , Generic international strategies , Global service strategies

[Total 30 Hours]

Skill Development

3. Group activities on service management
4. Case studies and numericals on operations of services

Prescribed Books:

1. Service management –Operations, Strategy , Information technology – James A Fitzmmons ,Mona J Fitzmmons Tata Mc graw Hill edition 2006

CURRICULUM

YEAR - II**Trimester – V****ENTREPRENEURSHIP****MBA 531****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 organisations.

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. Entrepreneurship. New Delhi. Tata-McGraw-Hill, 2007.

Reference Texts:

1. Kuratko, Donald F. & Hodgetts, Richard M. Entrepreneurship. New Delhi: Thomson, 2007.
2. Kaplan, Jack M. Patterns of Entrepreneurship. New Delhi: Thomson, 2007.

External Experts

- | | |
|---|--|
| <ol style="list-style-type: none"> 2. Dr. Erasi,
Professor,
Post Graduate Department of Commerce,
Bangalore University | <ol style="list-style-type: none"> 2. Dr. Sanjeevaiah,
Professor,
Post Graduate Department of Commerce,
Bangalore University. |
|---|--|

BUSINESS ETHICS**MBA 532****2 Credits****COURSE DESCRIPTION:**

The course is framed not to teach ethics, but instead to offer a foundation in ethical thought, followed by a variety of perspectives on difficult ethical dilemmas. In taking decisions, an individual may utilize the ethical values in legal or religious compliance and even in maximizing profits. Improving the quality of business decisions and enhancing long-term business success through understanding ethical dilemmas, moral philosophy, character development, social responsibility, organizational culture, and special issues in a global economy

OBJECTIVES:

- To understand the link between business ethics and social responsibility
- To sensitize to the nature of ethical issues and ethical dilemmas in corporate world
- To develop a capacity for ethical reasoning and to apply them in organizational contexts.
- To understand why business ethics initiatives are needed in both small and large organizations

UNIT I BUSINESS ETHICS AND ITS VALUES**(4 Hrs)****Level of Knowledge: Conceptual and basic understanding**

Nature of business ethics and values. Sources of ethics-religion, philosophical systems, cultural experience, legal system – importance of ethics. Factors influencing business ethics – leadership, strategy and performance, environment, corporate culture, individual characteristics.

UNIT II THEORIES OF BUSINESS ETHICS**(6 Hrs)****Level of Knowledge: Understanding different approaches in Ethics**

Theories of business ethics – categorical imperative of Immanuel Kant, conventional ethics of Albert Z. Carr, the doctrine of the mean of Aristotle, the ends-means ethics of Machiavelli, might –equals- right approach of Marx, utilitarian ethics of Stuart Mill

Art of war of Sun Tzu, one – minute monalist of Robert Solomon. Indianism and Indian management foundations for value based management, illustrative ethical lessons from Ancient texts for managerial ethics

UNIT III ETHICAL DILEMMAS AND DECISION MAKING**(4 Hrs)****Level of Knowledge : Decision making analysis and case study**

Ethical decision making – difficulties in decision making – dilemmas

Power and politics in organisations – suggestions for ethical decision making

UNIT IV CODE OF ETHICS**(4 Hrs)****Level of Knowledge: Managing and performing ethics in Business**

Managing ethics – codes of ethics, ethics committees, ethics hotlines, ethics training programmes, laws enforcing ethical conduct.

UNIT V FUNCTIONAL AREAS OF MANAGEMENT AND ETHICS**(6 Hrs)****Level of Knowledge: Conceptual, Presentations and application exercises**

Ethics in HRM-Cash and incentive plans, performance appraisal, race and disability, employment issues, privacy issues, restructuring and layoffs, wages empowerment of the weakest and unique- sexual harassment

Ethics in marketing – Process relative ethics(use of marketing strategies), product relative ethics (appropriateness of marketing certain products), competition relative ethics (pricing, advertising, piracy, predatory.)

Ethics in finance and accounting- investment decisions, disclosure norms, insider trading norms – disclosures in financial statements.

Ethics in production and operations management – worker safety, product safety, quality environment, closing facilities, workers rights – quality of materials – treatment of workers

UNIT VI ETHICS IN BUSINESS DISCIPLINE

(6 Hrs)

Level of Knowledge: Conceptual and analysis

Ethics in global business – ethical principles governing global business (Model Business principles by US department of Commerce, The Caux Principles, International codes), ethics relation to adapting host countries culture and norms, issues relating negotiators and gift giving, providing access to less developed countries, avoiding sanctions, protection of intellectual properties.

National differences in business ethics, pressures for ethical convergence, ethical principles governing global business.

[Total 30 Hours]

Skill Development:

1. Practical issues in the Functional areas of Business Management and Ethics
2. Case studies
3. Group presentations

Core Text:

1. Hartman Laura P., Perspectives in Business Ethics, McGraw-Hill International Publications

Reference Texts:

1. Steiner George A and Steiner John F., Business, Government and Society, McGraw-Hill International Publications
2. Chakraborty S.K. Ethics in Management: Vedantic Perspective Oxford Univ. Press
3. Ghandhi M.K., My Experiments with Truth, Ahmedabad: Navjeevan Publishing House
4. Sharma Subhash, Management in New Age: Western Windows – Eastern Doors, New Delhi : New Age International Publishing

External Experts:

1. Dr. Vishwanath N.S.
Director
Bhavan-Marshall Institute of Management

Bangalore.

2. Dr. Subhash Sharma
Director
Indian Business Academy
Banagalore.
3. Mr. Girinarayanan
Director – HR
Lineage Power
Bangalore.

E-BUSINESS

MBA 533

2 Credits

Objectives

This paper will create in the student an understanding of conducting the marketing processes of a business via the internet.

Pedagogy

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

UNIT I Concept of E-Business & Internet

(5 Hrs)

Introduction to E- Commerce, advantages and limitations to E-Business,

Value chains and managerial implications of E-Business,
The internet and the worldwide web, the Internet Protocol Suite, Internet architecture,
Internet service providers
(Enabling technologies of the worldwide web)

UNIT II EDI (4 Hrs)

Inter organizational Commerce and EDI, EDI implementation, VANs, mobile Commerce

UNIT III E-Payment (4 Hrs)

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

UNIT IV E-CRM/SCM (4Hrs)

E-CRM, E-SCM, E-Strategy

UNIT V On line Services: Technology & Applications (5 Hrs)

Overview, Definition of online services, History of On-Line services, The On-Line Service Market: Trends, On-line Service Industry Makeup, Technology trends, Profiles of Major Online Service providers. (American Online, CompuServe Information Services, Prodigy, GEnie, Microsoft Network

UNIT VI Constructing and operating E- Business web portal (5 Hrs)

(Rave Kalakota-Pearson) (Albert Napier, Ollie Rivers-Thomson)

Trend driving E- Business architecture, problems with lack of integration, cross functional integrated applications Startup and operational challenges, E-payment methods, outsourcing operations, E- Business technologies. E-CRM, E-SCM, E-Strategy, Consumer oriented Electronic Commerce, Advertising and Marketing on the Internet, Consumer Search and Resource Discovery

UNIT VII E-Security & Legal (3 Hrs)

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

Essential Text:

Prescribed Books:-

1. E-Business- Albert Napier, Ollie Rivers, Stuart Wagner & J.B Napier, *Thomson*
2. e_ business 2.0(Roadmap for success) Ravi Kalakota, Marcia Robinson, *Pearson Education Asia, 2001*

Reference Books

1. Kalakota Ravi B. and Whinston Andrew B., *Latest, Frontiers of Electronic Commerce, USA: Addison Wesley Publications*
2. Laudon Kenneth C, Traver Carol Guercio, *E-Business- Business. Technology. Society, India: Pearson Education, Fourth Edn*
3. P T Joseph S J, , *E-Business: An Indian Perspective, India: Prentice -Hall Of India Pvt. Ltd. Publications, Fourth Edn*
4. Schneider Gary P., *Electronic Commerce, USA: Thomson - Course Technology Publications, Fifth Edn*

5. *Bhasker Bharat, Electronic Commerce: Framework, Technologies and Applications, India: Tata-McGraw Hill Co. Ltd. Publications, Thrid Edn*
6. *Schneir Bruce and Ferguson Neils, Practical Cryptography, Wiley- Dreamtech India Private Ltd. Publications*
7. *Awad Elias M, Electronic Commerce”, From vision to fulfillment, PHI Publications*
Rayport Jeffrey F. and Jawoski Bernard J. - introduction to E-Business.

M 6 - CUSTOMER RELATIONSHIP MANAGEMENT

MBA 561

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

Group presentations on various CRM initiatives from diverse business sector

Case studies

Presentations on CRM news updates

Prescribed Text:

Buttle Francis, Customer Relationship Management, Concepts & Tools, Elsevier Publications 2009

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

www.crmtutorial.com

www.crm2day.com

Blog

crmblogger.com crmblog.org

M6 - INNOVATION MANAGEMENT**MBA 561****1 Credit****DESCRIPTION**

This paper is offered as a marketing elective in the fifth trimester. Successful Innovation management is the key to competitive growth and profit rests on disciplined management of the innovative process. Course allows, students to uncover visionary new business opportunities by applying innovative thinking to the organizations business model, not restricted to its products or inventions. Course to cover various phases from discovery team, to the exploration of new insights and the creation of a new strategic road map.

LEARNING OBJECTIVES

- . To develop application of innovation concepts, process to real-life problems.
- . To emphasize the link between new ideas, economic justification and continued profits.
- . Focus on importance of planning innovation (strategy, R&D management) and implementation for successful exploitation of Innovation.

UNIT I Concepts and Context of Innovation**(3 Hrs)****Level of Knowledge – Conceptual and Basic****Innovation :** Introduction, Types of Innovation, Technological change**UNIT II: Components of Innovation****(2 Hrs)****Level of Knowledge – Conceptual**

Theories of Innovation, Sources of Innovation, The process of innovation, Intellectual property.

UNIT III: Managing Innovation**(4 Hrs)****Level of Knowledge – Conceptual & Application**

Technology strategy, Funding Innovation, Four S factors, Cash curves and Return on Innovation (ROI), Organizing for Innovation.

UNIT IV: Fostering Innovation**(3 Hrs)****Level of Knowledge – Conceptual & Application**

Innovation Policy & Innovation Clusters

UNIT V: National Innovation Systems**(3 Hrs)****Level of Knowledge – Conceptual**

The public nature of Innovation, Governance, Institutions

[Total 15 Hours]**Skill Development**

1. Group presentations on various Innovation initiatives from diverse business sector
2. Case studies
3. Presentations on Innovation news updates

Prescribed Text:*Afuah Allan, Innovation Management, Oxford Publications**Ettlie, Managing Innovation, Elsevier Publications***Reference Book**

1. Prahalad CK, *The new age of Innovation*, Tata-McGraw-Hill Publications

2. *Shlomo and Dr Sheshadri, Innovation Management, Response Books*

3. *Jhonston Robert E., The power of Strategy Innovation, PHI Publications*

Websites: www.historyhouse.com, www.guardian.co.uk, www.cio.co.au, www.themeit.com,

F6- MERGERS, ACQUISITIONS AND RESTRUCTURING

MBA 562

2 Credits

DESCRIPTION

This course is offered as a finance elective in the 5th semester. Business managers, financial analysts, M&A and business strategy consultants have one thing in common: they should be able understand the fundamental concepts of finance and accounting to undertake sophisticated business transactions. The mission of this course is to survey the drivers of success in mergers and acquisitions (M&A) and develop your skills in the design and evaluation of these transactions—thereby the course complements a number of other courses in the Darden

curriculum and supports Darden's mission to —better society by developing leaders in the world of practical affairs. While the main focus will be on M&A transactions, the course will also look into situations of financial distress, restructuring, and bankruptcy. The course integrates finance with financial statement analysis to teach students to apply the knowledge from both areas in situations that involve complex business transactions like mergers and acquisitions.

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, accounting and the financial aspects.
- To provide be followed by cohesive and coherent understating of the HR and the Strategy issues based on Case study methodology.
- To provide students with opportunity (ies) of interacting with experts in the area for soliciting solutions to their present and potential business concerns.
- To provide a platform to the entrepreneurs, corporate managers to think and exchange.

UNIT -I OVERVIEW OF CORPORATE RESTRUCTURING

(4 Hrs)

Level of Knowledge –Conceptual and Basic

Introduction Forms of Corporate Restructuring Expansion Mergers and Acquisitions Tender Offers - Joint Ventures -Sell Offs - Spinoffs - Split offs - Split ups - Divestitures -Equity Carve outs – MLP – Esops - Corporate Control Premium - Buybacks Standstill Agreements Leveraged Buyout - Going Private Issue Raised by Restructuring - History of Merger Movements.

UNIT – II OVERVIEW OF MERGERS AND ACQUISITION

(4 Hrs)

Level of Knowledge –Conceptual and Basic

Merger Process: Five-stage model - Economic Rationale for 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 and Merger Types.

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

(4 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

(14 Hrs)

Level of Knowledge –Conceptual & Working Knowledge

Valuation – valuation approaches –discounted cash flow valuation – relative valuation Capital Budgeting Definition and Measurement of Cash Flows Capital Budgeting Basis for Firm Valuation Definitions for Valuation Analysis Application of Capital Budgeting Basis to

Four Period Case Free Cash Flow Basis for Valuation The No Growth Case Constant Growth Supernormal Growth followed by No Growth Supernormal Growth followed by Constant Growth Dividend Growth Valuation Model Comparisons of Valuation Models.

UNIT – VI LEGAL AND CULTURAL ASPECTS IN MERGER

(6 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

(4 Hrs)

Level of Knowledge –Conceptual &Working Knowledge

Take over defenses – financial defensive measures – Coercive offers and defense – anti-takeover amendments – poison pill defense

[Total 40 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. Mergers & Acquisitions Weston, Fred. McGraw Hill 2001
2. The Complete Guide to Mergers and Acquisitions: Process Tools to Support M&A

Integration at Every Level, 2 nd edition Galpin, Timothy J. / Herndon, Mark. JosseyBass 2007

3. Five Frogs on A Log: A CEO's Field Guide to Accelerating the Transition in Mergers, Acquisitions, and Gut Wrenching Change, 1st edition Feldman, Mark L / Spratt, Michael Frederick. New York: Harper Business 1999

References

1. Harvard business review on mergers and acquisitions Boston: Harvard Business School Press 2001
2. Barbarians at The Gate: The Fall of RJR Nabisco, 1 st e Burrough, Bryan / Helyar, John. New York: Harper & Row; 1990. xvi, 528 p., 32 p of plates ISBN: 0060161728. Collins Business 2008

3. Mergers What Can Go Wrong and How to Prevent it, 1st edition Gaughan, Patrick A. Wiley Finance 2010
4. Damodaran on Valuation, 2nd ed Damodaran, Ashwath. John Wiley 2009
5. M&A and Corporate Restructuring, Gaughan, Patrick A. Wiley 2009

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 Indiaworld
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

H6- ORGANIZATIONAL CHANGE AND DEVELOPMENT**MBA 563****2 Credits****OVERVIEW**

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

1. Recognize an improvement in your ability to synthesize, articulate, and disseminate information and knowledge concerning organizational change to others through dialogue and critique.
2. Explain organizational change processes from multiple role perspectives
3. To learn approaches and strategies for managing organizational change
4. Describe and explain the steps involved to effectively manage organizational change in a variety of contexts and settings.
5. Distinguish between different types and terminologies of organizational change.
6. Identify the type and significance of various drivers of organizational change and identify the nature and significance of various impediments to organizational change
7. To learn to diagnose organizations and design OD interventions
8. 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 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, transorganizational 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

- Case studies, group discussions, exercises, games, role-plays & psychological instruments will be adopted.
- Assignments, small group interaction, group tasks and presentations will be made compulsory.
- Lectures and interactive discussions
- Compulsory Individual project

PRESCRIBED TEXT

Cummings, T. G, and Worley, C. G, Organization Development and Change, South-Western College Publishing, 2009.

REFERENCE BOOKS

1. French, W. L and Bell, C. H. Organization Development: Behavioural science interventions for organizational improvement, Pearson Education, 2007
2. French, W. L., Bell, C. H., and Vohra, V. Organization Development: Behavioural science interventions for organizational improvement, Dorling Kindersley (India) Pvt. Ltd, 2009.
3. Harvey, D and Brown, D. R. An Experiential approach to Organization Development, Pearson Education, 7/e, 2004.
4. Kotter, J.P. (1996). *Leading Change*. Boston : Harvard Business School Press. ISBN # 0-87584-747-1
5. Kavita Singh, Organization Change and Development, Excel Books, 2006.
6. Nilakant, V. and Ramnarayan, S. Change Management: Altering mindsets in a global context, Response Books, 2006

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

OP 6 - ADVANCED SUPPLY CHAIN MANAGEMENT

MBA 583

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.

UNIT - I 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 , Dobler and Starling, *World Class Supply Management*, Tata McGraw Hill
2. Coyle Bondi and Langelly *The management of Business Logistics a supply chain perspective.*, Thomson South Western

Reference Books

3. Boversox and Closs, *Logistical Management*, Tata McGraw Hill
4. David J. Bloomberg, Stephen Lemay, Joe B. Hanna Joe B. Hanna , *Logistics, P H I*
5. Sunil Chopra, Chopra *Supply Chain Management, Strategy, Planning & Operation*, Pearson
6. Jermy Shapiro, *Modeling and Supply Chain*, Duxbury Publication

M7- INTEGRATED MARKETING COMMUNICATION

MBA 564

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 deliver to students an insight about the creative field in marketing communications and prepare them for careers in the areas of marketing communications

- To enable the students acquire an understanding of the concepts and meanings of marketing communication strategies
- To enable students get a feel of the creative industry and how it must be balanced by adequate marketing support

UNIT I THE FIELD OF ADVERTISING MANAGEMENT (3 Hrs)

The advertiser-Facilitating Institutions-Perspectives on Advertising.

Advertising Agencies

Functions, Types of Agencies, Agency-Client relationship-selection-Agency remuneration-Indian Ad Agencies

UNIT II ADVERTISING PLANNING & DECISION MAKING (9 Hrs)

Marketing Strategy-The marketing plan-The advertising plan- Social, legal, global factors

Objective setting

Integrated Marketing Communications

Advertising and non-advertising elements of communication mix-meaning and organizing for IMC

Setting goals and objectives

Sales as an objective-Operational objectives-Advertising response variables-the DAGMAR approach

Determinants of Advertising Strategy

Advertising & Consumer Behaviour

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 MESSAGE STRATEGY (10 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, 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

Media Strategy & Tactics-

Media Planning -

Advertising Budgeting Decision, Media Class decisions- Print, Electronic and others, Reach and Frequency, Media vehicles decision-Media option decisions, scheduling and timing decisions.

Indian Media Scene

Media options, Readership and Circulation Data.

Internet advertising

Overview, Nature and concept of Internet Advertising, Web site-its establishment, Measuring results

UNIT IV**(4 Hrs)****EVENTS, SPONSORSHIPS, POP & ADVERTISING**

Objectives and Concepts, Planning and Budgeting, Implementation and Evaluation-benefits and drawbacks - Packaging and Labeling

Sales Promotion

Importance and Purpose, Major Sales promotional tools and techniques- Sales promotions directed at Consumers, Manufacturers' Promotions and Retailers' Promotions, Evaluation, Risks, Regulation

Direct Marketing

Role of Direct Marketing, Concepts of Direct marketing; Techniques of DM- Database marketing, Direct Mail, Telemarketing, Direct Response advertising, Infomercials

Public Relations, Corporate Advertising and Publicity

Objectives for Public relations, Strategies and Tools of Public relations, Scope, objectives and types of corporate advertising

UNIT V**(2 Hrs)****EFFECTS OF ADVERTISING**

Tracking Advertising Results-Approaches-Intermediate and direct measurers

UNIT VI**(2 Hrs)****REGULATION OF ADVERTISING**

Need and nature of Regulation, Government and non government regulation, The socio, cultural and ethical aspects

[Total 30 hours]**Skill Development**

1. Analysis of Integrated Marketing Communications campaigns through the use of video and other IMC material, Case studies
2. Presentations on advertisement news updates.
3. To develop an understanding of the different elements of integrated marketing communication and their integration

4. To develop sensitivity towards legal and ethical considerations in the formulation and implementation of communication strategies.

Prescribed Text

O'Guin, Advertising & Integrated Brand Promotion, Cengage Publications

References

1. O' Guinn, Allen, Semenik, , Advertising and Integrated Brand Promotion, New Delhi: Thomson Learning Publications,(2005)
2. Belch & Belch, Advertising Management, Tata McGraw-Hill Publications, (2002)
3. Batra Rajeev, Myers John G, Aaker David A, Advertising Management, New Delhi: PHI Publications, (2001)
4. Rossister and Percy, Advertising Communications & Promotion Management, New Delhi: McGraw Hill International Publications, (1998)
5. Mohan Manendra, , Advertising Management, New Delhi :Tata McGraw- Hill International Publications, 17th Edition (2002)
6. Semenik, Promotion and Integrated Marketing Promotion, Thomson Learning Publications.

F7 - TAXATION-II**MBA 565****2 Credits****DESCRIPTION**

To give knowledge to students about indirect taxation laws and relevant rules and principles emerging from leading cases of Supreme Court, High Courts and Csat. To teach the student to apply the knowledge of provisions of laws to various situation in corporate practice.

LEARNING OBJECTIVES

- To understand the fundamentals of Indirect taxation;
- To create an awareness of the importance and usefulness of the Indirect tax planning;

- To develop an understanding of Indirect taxation and the principles and concepts underlying them;
- To lay foundation for developing the skills to interpret Central Excise and Custom Act.
- To understand and proper presentation of Indirect taxation provision through case study.
- To review the Central Sales Tax Act 1956.
- To understand Karnataka Sales Tax Act as well VAT provision.
- To lay foundation for developing the skills to appear before taxation authority.

UNIT- I INDIRECT TAXATION**(4 Hrs)****Level of Knowledge – Working Knowledge**

Features, merit and demerit;

Difference between Direct Taxation and Indirect Taxation

Nature and types of Indirect Taxation

Constitutional validity of Excise, Custom and Service Tax.

UNIT – II CENTRAL EXCISE ACT: Brief discussion on excise law**(12 Hrs)****Level of Knowledge – Working Knowledge**

Nature and types of excise duty and basis of charge

Meaning of goods and excisable goods, manufacture, manufacturer and registration process;

Classification of goods and nature of classification [HSN and TRADE PARLANCE THEORY]

Valuation under central excise and basis of valuation

Valuation based on retail sale price and advalorem duty

Assessable value and basis of valuation in case of sales to related party or

Clearance of goods for captive consumption

CENVAT provisions, dealer invoice and excise law applicability on SSI.

UNIT – III COUSTOM ACT**Level of Knowledge – Working Knowledge****(8 Hrs)**

Brief background of custom law and nature of custom duty;

Meaning of goods and types of custom duty;

Valuation of custom duty and assessable value, exclusion from valuation;

Export and Import procedure, assessment of duty/ clearance in courier, baggage;

Exemption from custom duty, export provision scheme in EOU/SEZ;

Duty Drawback

UNIT – IV SERVICE TAX**(3 Hrs)****Level of Knowledge : Working Knowledge**

Basis of service tax, constitutional provision of service tax

Procedure of registration, Services on which tax is payable.

UNIT – V CENTRAL SALES TAX 1956**Level of Knowledge – Working Knowledge****(2 Hrs)**

Historical background and object of central sales tax, definition;

Sale or Purchase in case of Interstate Trade and Commerce;

Sale or Purchase taking place outside of state;

Sale or Purchase in case of Import and Export;

Transfer of goods otherwise than sale;

Registration of dealer and determination of turnover;

Levy and collection of taxes and penalty;
Good of special importance in course of Interstate trade or commerce.

UNIT – VI Karnataka Sales Tax Act

Level of Knowledge – Working Knowledge

(1 Hr)

Object and definition of sale, goods and turnover
Object of Value added tax

[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

1. Datay V.S Indirect Taxation, Taxman Publication (2010)
2. Central excise manual/ tariff, Centax Publication (2010)
3. Central custom manual/ tariff, Centax Publication (2010)

REFERENCES

1. Central Tax Report, Centax publication, New Delhi (2010)
2. Chartered Accountant journal, ICAI, New Delhi
3. Bombay Chartered Accountant society journal, BCAS Mumbai.
4. www.manupatra.com

EXTERNAL EXPERTS

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

2. CA Deepika R Kumar FCA
IIM Bangalore

3. CA Vishwash Panjiar FCA
Senior Manager
Grant Thornton
Bangalore

4. Suresh Sharma CPA
Controller - MIDC
Bangalore

H7- LABOUR LAW II (RELATIONAL LAW)

MBA 566

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- SOCIAL SECURITY LEGISLATIONS**(8 Hrs)****Level of Knowledge – Working knowledge**

Social Security Legislations (Employers obligations under EPF Act 1952, ESI Act 1948, Workmen's Compensation Act 1923, Maternity Benefit Act 1961, Payment of Gratuity Act 1972)

UNIT - II INDUSTRIAL RELATIONS & DISPUTE RESOLUTION**(8 Hrs)****Level of Knowledge – Conceptual knowledge**

Industrial Relations & Dispute Resolution (Employers obligations under I.D. Act 1947, Employment Standing Orders Act 1946, Indian Trade Unions Act 1926)

UNIT - III DISCIPLINE**(6 Hrs)****Level of Knowledge – Conceptual**

Disciplinary Proceeding & Grievance Redressal

UNIT - IV SALIENT FEATURES**(4 Hrs)****Level of Knowledge – Conceptual knowledge**

Salient features and the Recommendations Second National Commission on Labour & Proposed Changes in Labour Laws

UNIT – V ROLE OF SUPREME COURT & HIGH COURTS IN RESOLUTION OF INDUSTRIAL DISPUTES**(4Hrs)****Level of Knowledge – Conceptual knowledge**

Role Of Supreme Court & High Courts In Resolution Of Industrial Disputes (Scope of Writs & Appeals in High Court & Supreme Court)

[Total 30 hours]**SKILL DEVELOPMENT**

- Group presentations on various acts with detailed description of type of act, purpose, features, scope and analysis of act with respect to state and industry
- Case studies
- Presentations on law news updates.

PRESCRIBED TEXT

Singh, B. D, Labour laws for managers, Excel Books, First Edition, 2007.

REFERENCES

1. Sreenivasan M.R, Industrial Relations & Labour Legislations, Magrham Publications
2. Venkata Ratnam C.S., Industrial Relations, Oxford Publications
3. Malik. P.L., Industrial Law, Vol I & II, Eastern Book Company

EXTERNAL EXPERTS

1. Prof. H.A.C. Poppen
Consultant , Bangalore
2. Prof. Sreenivasan M.R,
Consultant , Bangalore
- 3.N.P.Manunatha
Consultant, Bangalore

OP 7 – LEAN PLANNING, MANUFACTURING & CONTROL**MBA 584****2 Credits****Objectives**

- To assist in developing concepts, knowledge and skills for an integrated approach to production planning and control
- 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 production planning and control tools for the design of efficient production systems.

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

Unit I Planning Activities**(4 Hrs)**

Planning Execution and control Overview : 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 ,Master scheduling ,MRP ,CRP .Execution Interfaces –Production activity control(PAC).

Execution and control of operations CPIM –Version 2.1 –APICS

Unit II (4 Hrs)

Forecasting &-Demand management: Demand forecasting, forecasting methods, trend and seasonality, Principles of forecasting and aggregate planning .Demand Management and customer service

Material Management- Tony Arnold

Unit III (4 Hrs)

Scheduling Production and process operations

Objectives of a schedule, Establishing a schedule, Production scheduling, operations scheduling and project scheduling, Managing operations scheduling

Execution and control of operations CPIM –Version 2.1 –APICS

Unit IV 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, Applying Behavioral Science to Service Encounters, Designing Service Organizations, Structuring the Service Encounter, Service-System Design Matrix, Service Blueprinting and Fail-Staffing.

Unit V 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 VI (5 Hrs)

Controlling -

Communication customer supplier information and controlling resources –integrating suppliers, controlling storage and movement of goods, quality control initiatives, quality management process.

Evaluation of Performances –Performances of production operation, accuracy of inventory records, performance reporting, evaluating cost of operations, audits and reporting.

Execution and control of operations CPIM –Version 2.1 –APICS

Unit VII Planning & Control operation for Service industry (4 Hrs)

Demand estimation, capacity planning, scheduling and operation control for service oriented industry.

[Total 30 hours]

Prescribed Books:-

1. Execution and control of operations CPIM –Version 2.1 –APICS Vollman, T.E., Berry, W.L. and Whybark, D.C., Manufacturing Planning and Control Systems, Irwin

Reference Books:-

Introduction to Material management JR Tony Arnold

M8 - MARKETING RESEARCH**MBA 567****2 Credits****DESCRIPTION**

This paper is offered as a Marketing elective in the 5th trimester. It develops an investment attitude and prepares students for careers in the areas of Marketing research and associated analytical areas. Students opting for this elective specialize in the various aspects of Marketing problems, innovations and change. They learn how to critically analyze different Marketing situations with the help of advanced Statistical tools.

LEARNING OBJECTIVES

- To develop in students an analytical attitude and prepare them for careers in the Marketing research.

- To enable the students acquire an understanding of the concept and meaning of different difficult problems in Marketing.
- To enable the students to assess and understand different scenarios associated with Advertisements, sales, Pricing, Consumer Behaviour, CRM etc.

UNIT I NATURE AND SCOPE OF MARKETING RESEARCH (4 Hrs)**Level of Knowledge – Conceptual and basic****Marketing Research:** History – Need – Classification – Process – Nature – Management and Management Research**Market Research Problem:** Problem Definition – Ethics in Research**UNIT II DIFFERENT RESEARCH DESIGNS (6 Hrs)****Level of Knowledge – Conceptual, basic, problem identification****Research Design:** Objectives, Definition, Classification, Sources of Error, Research Proposal**Exploratory Research Design:** Secondary Data, Primary Data – Qualitative Research – Focus Group Interviews, Depth Interviews, Projective Techniques**Descriptive Research Design:** Survey Methods – Observation Methods**Causal Research Design:** Experimentation**UNIT III MEASUREMENT, SCALING AND INSTRUMENT DESIGN (4 Hrs)****Level of Knowledge – Conceptual and Mathematical****Measurement and Scaling:** Comparative and non Comparative Scaling – Scale Evaluation – Choosing a Scaling Technique**Instrument Design:** Questionnaires**Sampling Design:** Probability and Non Probability Sampling techniques – uses**UNIT IV DATA ANALYSIS (6 Hrs)****Level of Knowledge – Conceptual and Statistical techniques****Data preparation –** Frequency Distribution, Cross Tabulations**Univariate and Bivariate Analysis:** Hypothesis Testing – Parametric and Non Parametric Testing, Analysis of Variance and Covariance**UNIT V MULTIVARIATE DATA ANALYSIS (7 Hrs)****Level of Knowledge – Conceptual and Statistical techniques****Multivariate Analysis -** Correlation and Regression: Explaining Association - Discriminant Analysis for Classification and Prediction - Factor Analysis for Data Reduction - Cluster Analysis for Market Segmentation - Multi Dimensional Scaling for Brand Positioning - Conjoint Analysis for Product Design - Attribute Based Perceptual Mapping using Discriminant Analysis**UNIT V INTERNATIONAL MARKETING RESEARCH (3 Hrs)****Level of Knowledge – Conceptual**

Framework, The Environment, Survey methods

[Total 30 hours]**Skill Development**

- Practical problems Marketing.
- Case studies

- Identifying problem situations in daily life, formulating them and solving them

Prescribed Texts

Aaker David A., Kumar V. and Day George S., Marketing Research, John Wiley and Sons Inc

Reference:

1. Malhotra Naresh K. and Dash Satyabhusan, Marketing Research: An Applied Orientation, , New Delhi: Pearson Education, 5th edition (2009)
2. Marketing Research: A South Asian Perspective, Pearson education
3. Burns Alvin and Bush Ronald F., Marketing Research, Prentice Hall Inc.
4. Parasuraman A, Grewal Dhruv and Krishnan R., Marketing Research, New Delhi: Biztantra, (2009)

F 8 – INTERNATIONAL FINANCIAL MANAGEMENT**MBA 568****2 credits****Objectives**

To provide students with a conceptual framework of how financial decisions are undertaken in a multinational company.

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**(6 Hrs)**

Introduction to International Financial Management – 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**(6 Hrs)**

Foreign exchange market – functions – Participants - currency derivatives – Forwards – Swaps – Currency futures and Options – Interest rate futures – speculation

UNIT III**(6 Hrs)**

Foreign Exchange Risk Management – measuring and managing accounting exposure – transaction exposure – translation exposure – Hedging – measuring and managing economic exposure - managing operating exposure – managing interest rate exposure

UNIT IV**(4 Hrs)**

Managing multinational operations – 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**(4 Hrs)**

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

UNIT VI**(4 Hrs)**

An overview of foreign trade and foreign exchange.-

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.

Reference Books

1. Eietemanetal David K., Multinational Business Finance, Pearson Education.
2. Vij Madhu, International Financial Management, New Delhi: Excel Books, 2006
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, Tata McGraw–HILL, 2nd Edition
6. Bharadwaj H.P., Foreign exchange handbook, Wheeler Publishing,(1994)
7. Sharan Vyuptakesh, International Financial Management, New Delhi: PHI Learning Pvt Ltd Publications, 2009
8. Apte P G, , International Financial Management, New Delhi: Tata McGraw Hills Publications, 2008
9. Shapiro Alan C, Multinational Financial Management, New Delhi : Wiley India Pvt Ltd, 2008

H8 - COMPENSATION MANAGEMENT**MBA 569****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

1. Relate compensation management to behavioral theories and concepts and within the wider context of human resources management
2. Identify the internal and external environmental factors that have an impact on the pay structure of an organization
3. To educate the students on the theoretical foundations of reward and remuneration strategies in organizations.
4. To explain to the students the issues in designing the reward systems, the methods and aims of different forms of payment systems; and
5. 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

(7Hrs)

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

(7Hrs)

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

(4Hrs) Level of Knowledge – Advanced Knowledge

– Performance based compensation, skill-based pay Vs. Job based pay, pay reviews, pay secrecy, comparable worth.

[TOTAL 30 Hrs]

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. Compensation & reward management, B.D.Singh Excel Books, 1st edition, 2008

REFERENCE BOOKS

1. Fishers Schoenofeldt, and Shaw: Managing Human Resource, Cengage learning, 2009
2. Bohlander George & Snell, Human resource management, Cengage learning- South Western, 2009.
3. Henderson Richard I., Compensation Management in a knowledge-based world., 9th edition, Pearson education, 2009
4. B.D.Singh, Industrial Relations emerging Paradigms, Excel Books, 2009.
5. Joseph J Martocchio, strategic Compensation- a Human Resource Management Approach, 3rd edition, Pearson education, 2009.
6. Labour law journals

EXTERNAL EXPERTS

- | | |
|---|--|
| 1. Dr. B.C Sanjeevaiah,
Professor & Chairman
Post Graduate Department of Commerce
Bangalore University | 2.. Mr. Girinarayan
Director – Human Resource
Lineage Power Ltd
Bangalore |
| 3. Dr. Vivekanand
Faculty, Icfai Business School,
Bangalore | 4. Mr. Rajashekar,
Visiting Professor & consultant
Viyayanagar, Bangalore |

OP 8 - MAINTENANCE MANAGEMENT**MBA 585****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,

[illegible]

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 Computerised 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]

Skills 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

Reference book:

2. Christopher Idhammer, Results Oriented Reliability and Maintenance Management Book, IDCON Publisher.

External input:

- | | |
|--|--|
| 1. Prof. Shivananda
(Visiting Faculty)
Director
Thriveni Structures, Bangalore | 2. Prof. Jishnu Hazra
IIM, Bangalore
Bangalore |
| 3. Prof. A.R. Muthuswamy,
Ex-ED Operations & Maintenance,
External Faculty,
Bangalore | |

M9 - SALES AND DISTRIBUTION MANAGEMENT**MBA 570****2 Credits****DESCRIPTION**

This paper is offered as a marketing elective in the fifth semester. It aims to expose the students to development of sales and distribution strategy, principles of sales force management and the management of marketing channels. The course also will give hands on exposure to students to a selling scenario.

LEARNING OBJECTIVES

- To develop in students an appreciation of selling skills and

- To enable the students acquire an understanding of the concept and meaning of investment, the investment process and various investment schemes.
- To enable the students to assess and understand the risk associated with investments, valuation of different securities, security analysis process, derivatives markets and portfolio management process.
- To develop knowledge of systematic savings for tax-planning and investment planning.

UNIT - I SALES MANAGEMENT (3 Hrs)**Level of Knowledge – Conceptual and Basic**

Nature of sales management – types of personal selling – difference between selling and marketing. Methods for forecasting market demand. Sales organization design principles

UNIT - II MANAGEMENT OF SALES FORCE (9 Hrs)**Level of Knowledge – Working Knowledge**

Planning the sales organization, recruitment of sales team, training the sales team, allocation of territory for the sales team, time management and routing and scheduling, sales quota and compensation for the sales team, controlling and evaluating the sales team with respect to costs, profitability and productivity.

UNIT - III PERSONAL SELLING PROCESS (9 Hrs)**Level of Knowledge – Working Knowledge**

The different approaches - benefit selling, relationship selling.

The various stages of selling process - prospecting pre-approach, Approach, presentation, trial close, handling objections, close, follow-up. Experience of actual selling situation for each student,.

UNIT - IV CHANNEL STRUCTURE AND MANAGEMENT (9 Hrs)**Level of Knowledge – Working Knowledge**

Importance of channels, designing channels based on customer requirements, logistics planning, inventory management and transportation planning, managing channel member behavior, overview of retail management.

[Total 30 hours]

Skill Development

1. Individual selling experience on field for 3 hours.
2. Case studies
3. Experience sharing by sales professional from Industry

Prescribed Texts

5. Rosann L Spiro, William J Stanton and Gregory A Rich., 'Management of sales force' 12th edition, McGraw Hill Irwin 2007
6. Anne T Coughlan, Erin Anderson, Louis W Stern, Adel I Ei-Ansari., 'marketing channels, 7th Edition, Prentice Hall, 2006.

References

1. Tapan K Panda and Sunil Sahadev., 'Sales and Distribution Management'. 2005. Oxford University Press
2. Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni, Sales management, Prentice hall of India

External Experts

4. Ms. Sangita Giri
Regional Head –South
IBM India
5. Mr. Krishna Kumar.
Head -Services sales –India and ME
Wipro Infotech

F 9 – WEALTH MANAGEMENT**MBA 571****2 credits****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)

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)

Basics – Process – Client segmentation – Profile – Expose – Strategize – Execute – Monitor – Review – Strategic value formula – Effective communication and Negotiation

UNIT III Financial products (7 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.

Valuation of common stocks, Preferred stocks, Debt instruments and Derivatives

UNIT IV. Asset allocation and strategies (5 Hrs)

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)

Hedge funds – Private Equity funds – Venture capital funds – Real estate – Precious metals - Art

UNIT VI. Evaluation and Investment philosophies (5 Hrs)

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. Robert A Jaeger, *All about Hedge Funds* Tata McGraw – Hill Publications
3. Facrber Esme, *All about Investing*, Tata McGraw – Hill Publications
4. Wystup Uwe, *Fx options and structured products*, John Wiley & Sons ltd Publications
5. Beirman Harold fr, *Private Equity*, John Wiley & Sons ltd Publications
6. *Introduction to financial planning by Indian Institute of Banking & Finance Taxmann Publications P Ltd*

7. *Dun & Bradstreet, Wealth Management, New Delhi: Tata McGraw Hills Publications, 2009*
8. *Kapoor Jack R, Dlabay L R, Huges R J, Personal Finance, New Delhi: Tata Mc-Graw Hills Publications, 2008*
9. *Brown Reilly, Investment Analysis & Portfolio Management, New Delhi: Cengage Learning Publications, 2009 (India 8th Edition)*

H9- STRATEGIC HUMAN RESOURCE MANAGEMENT

MBA 572

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 aligned with human resource management.

LEARNING OBJECTIVE:

1. 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
2. To understand the relationship between top level strategy and human resource management.

3. 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:

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

Presentations of various industry examples.

Presentations and group discussions by students on related topics in the industry

PRESCRIBED TEXT:

Jeoffery Mello, Strategic Human Resource Management, Cengage , 2009

REFERENCE BOOKS

- Charles.R.Greer, Strategic Human Resource Management, Pearson Education,2009
- Fred.K.Faulkes, Strategic Human Resource Management,Prentice,Hall,2010.
- Rajib Lochan Dhar, Strategic Human resource Management, Excel Books 2009.

EXTERNAL EXPERTS:

- | | |
|---|---|
| 1. Dr. B.C Sanjeevaiah,
Professor & Chairman
Post Graduate Department of Commerce
Bangalore University | 3. Mr. Girinarayan
Director – Human Resource
Lineage Power Ltd
Bangalore |
| 5. Dr. Vivekanand
Faculty, Icfai Business School,
Bangalore | 4.Dr. Subhash Sharma
Director, Indus Business Academy
Bangalore |

OP 9 – TECHNOLOGY MANAGEMENT**MBA 586****2 Credits****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.

Pedagogy

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

UNIT I**Technology- Its importance**

Definition, The need

Its role in Competitive Environment

Types of Technology- product, Process, Tool, Automation etc.,

UNIT II**Managing Technology.**

Technology forecasting, Feasibility study

Opportunities, Innovation building with teams, Technology audit

UNIT III**Business Model**

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**

Technology acquisition, Choice between technology

Issues in intellectual property rights

Developing Local/In house capabilities

UNIT V**Technology- Funding**

VC funding, Financing strategy, Risk in technology management

Financial analysis in technology management

UNIT VI**Technology- Marketing**

Technology in transition, Technology pricing

Marketing intelligence

UNIT VII**Transforming Organization**

Building technology for Agile organization, Outsourcing in the 21st century, Developing a 21st century organization, Increased focus on IT infrastructure, security and integration,

References:

1. Managing Technological innovations by Fredrik Betz—Publisher Wiley 2nd edition(2003).

2. Business driven Technology by Haag Baitzan Phillips—Publisher Tata Mcgraw Hill Second edition(2009)
3. Managing and Marketing Technology by david Ford and Michel saren—Publisher International Thomson computer Press, edition 2001.

M10 - SUPPLY CHAIN MANAGEMENT

MBA 573

2 Credits

DESCRIPTION

This paper is offered as a elective for marketing students at in the fifth trimester. To give the students a clean understanding of the concepts of supply chain management and related logistics management in the fast changing business environment. The inputs also show how SCM can improve the enterprise effectiveness with the objective of improving its profitability and better synergy with customers and suppliers.

LEARNING OBJECTIVES

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

UNIT I INTRODUCTION TO SCM (3 Hrs)**Level of Knowledge – Conceptual and Basic**

Understanding the Supply Chain - The changing business landscapes driving forces - 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

UNIT II PLANNING DEMAND AND SUPPLY (4 Hrs)**Level of Knowledge – Conceptual and Basic**

Demand forecasting - Role of aggregate planning - Planning strategies; MRP, ERP - Managing predictable variability

UNIT III PROCUREMENT AND INVENTORY DECISION MAKING (6 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 in inventory management

UNIT IV WAREHOUSING DECISIONS (5 Hrs)**Level of Knowledge – Conceptual**

Role nature and importance of warehouse - Warehouse operations and design - Materials handling and storage

UNIT V TRANSPORTATION SYSTEM AND MANAGEMENT (4 Hrs)**Level of Knowledge – Working Knowledge**

Role of transportation in supply chain - Factors affecting transport decisions and selection decision - Basic modes of transportation - Classification of carriers - Management strategy for carriers shipments - Network design

UNIT VI SUPPLY CHAIN AND LOGISTICS INFORMATION SYSTEM (3 Hrs)**Level of Knowledge – Working 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 LATEST TRENDS IN SCM (3 Hrs)**Level of Knowledge – Working Knowledge**

Current Issues 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 28 hours]

Skill Development

2. Group activities on inventory and warehouse management.
3. Case studies
4. Presentations on SCM Models of different companies
5. Beer Game on SCM Management

Prescribed Text:

1. Chopra Sunil and Meindl Peter, Supply Chain Management; Strategy planning and operation. New Delhi: Pearson Education Publications, (2006)

Reference Books

1. Bondi Coyle and Langely, The management of Business Logistics a supply chain perspective, South Western: Thomson Publications, (2004)
2. Burt , Dobler, Starling, World Class Supply chain Management .New Delhi : Tata McGraw Hill Publications, (2003)
3. Wisner Joel . Leong D ,G .Keong , Tan Keah Choon, Principles of Supply chain Management -A Balanced Approach , South Western :Thomson Publications, (2005)
4. Shah Janat, Supply Chain Management – Text and Cases, Pearson Education, (2009)
5. Boversox and Closs, Logistical Management, Tata McGraw Hill Publications
6. Shapiro Jermy, Modeling and Supply Chain, Duxbury Publications

F10 - STRATEGIC FINANCIAL MANAGEMENT

MBA 574

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 INTRODUCTION**(2 Hrs)****Level of Knowledge – Conceptual**

Introduction to Strategic Financial Management

SFM, Interface of Financial Policy and Strategic Policy, the relevance, importance and the constituents.

UNIT II STRATEGIC ASPECTS**(2 Hrs)****Level of Knowledge – Conceptual**

Strategic aspects of Investment Policies, Strategic Aspects of Financing & Dividend Policies, Strategic Cost Management, Stock refunding.

UNIT III VALUATION APPROACHES**(3 Hrs)****Level of Knowledge – Conceptual and Working**

Adjusted book value approach, stock & approach, Direct comparison approach, discounted Cash Flow (DCF) approach DCF 2 stage & 3 stage models, Inflation and asset valuation, valuation of Intangible and knowledge assets.

Value Based Management & Value Metrics**(5 Hrs)**

Shareholder value creation, Traditional approaches, New approaches Value drivers, Marabon approach, Alcar approach, Mckinse approach, EVA approach, BCG approach, Executive compensation and value creation, stock options & Indexed stock options.

UNIT IV VALUATION METRICS**(10 Hrs)****Level of Knowledge – Conceptual and Working**

Traditional measures of EPS, RDI, EBIT, ROCE etc. New metrics of : Market to Book Ratio (MBR), Total shareholder Return (TSR), Total Business Return (TBR), EBITDA. Market Value Added (MVA), Economic Profit, Economic Value Added (EVA), Return on Net Assets (RONA), Future Growth Value (FGV), Cash Value Added (CVA), Cash Flow Return on Investment (CFROI) and the Balanced Score Card (BSC).

UNIT V MERGERS, ACQUISITIONS AND RESTRUCTURING**(4 Hrs)****Level of Knowledge – Conceptual and Working**

Mergers, forms of Mergers, Reasons for Mergers, Process of Mergers, Legal procedures Tax aspects, Accounting aspects, Evaluation of Mergers using DCF techniques, Stock Vs cash payments, Basis for Exchange & shares, Take-overs, Purchase & Division/ plant, regulation of mergers and takeovers. Anti-takeovers Defenses, Joint ventures, Management of Acquisitions and take-overs, Leveraged Buyouts (LBOs), Portfolio restructuring, Demergers, financial Restructuring organizational Restructuring Disinvestment of PSV's

UNIT VI ETHICS**(4 Hrs)****Level of Knowledge – Conceptual and Working**

Ethical aspects of strategic financial management, ethics and finance manager, ethical and economical combinations, ethical brand equity and long term results, assessment of ethical financial performance.

Ethical dilemmas, ethical ratios for owners and top management, ethical ratios for the managers and supervisors, ethical ratio's for the workers and other junior employees, accounting disclosures for ethical financial management.

[Total 30 Hours]**Skill Development**

- Working out Value metrics for companies using 'Prowess' data base and using excel.

Prescribed Text

- Chandra Prasanna, , Financial Management - Part IX - Corporate Valuation, Restructuring and Value Creation, Tata McGraw Hill Publications, 7th Edition

References

1. Jakhotiya G. P., Strategic Financial Management, Vikas Publishing House
2. Weston Fred and Brigham E.F, Managerial Finance, Dryden Press
3. Allen, An Introduction to Strategic Financial Management, Kogam Page
4. Coplan Etal, Valuation Measuring and Managers – The Values of Companies, John Wiley Publications
5. Mathew P.K. Corporate Restructuring an Indian, Perspective, Macmillan Publications
6. Sudarsanam P. S. The Essence of Mergers and Acquisitions, Prentice Hall of India.
7. Young S David and O'Byrne Stephen F, EVA and Value Based Management - a practical guide to implementation, Tata McGraw Hill Publications, 1st Edition

H10 - LATEST TRENDS IN HUMAN RESOURCE MANAGEMENT**MBA 575****2 Credits****DESCRIPTION**

The course is offered as a human resource elective in the second year. It develops awareness towards the latest trends and prepares students for careers in the areas of human resources. Students opting for this elective will get the knowledge about the current HR practices and the requirement of the industry.

LEARNING OBJECTIVES

This course helps the students understand the latest HR practices and trends in the industry. The course discusses 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 (4Hrs)**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

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, Organizational Learning and the Learning Organization, Sage Publication,2008
2. John C.Maxwell, The 360 Leader, Pearson publication,2006,

3. R.K.Gupta, Human resource accounting, Anmol Publications, 2003.
4. [Dr. Michael J. Kavanagh](#) & Mohan Thite, Human resources Information System, Sage publication, 2007
5. Sushma Chaudhari, Effective Psychological Contract: Implications for HR Practices, ICFAI university publication, 2004.
6. A.D.Amar, Managing Knowledge Workers: Unleashing Innovation and Productivity, Quorum books, 2002
7. Pushkala Prasad, Managing the organizational melting pot: dilemmas of workplace diversity, Sage publication, 2002,

EXTERNAL EXPERTS

1. Prof V. Krishanan
Consultant, Bangalore

3. Mr. R. Shriram,
Director,
Cornerstone (I) Pvt Ltd.,
Bangalore

2. Dr. Vivekanad,
ICFAI B school,
Bangalore

4. Prof H.A.C. Poppen
Consultant, Bangalore

OP10 - INDUSTRIAL AUTOMATION**MBA 588****2 Credits****DESCRIPTION**

The course offers a fundamental framework for Industrial Automation in an organization. It identifies the various Automation systems solution and Data Management 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.

LEARNING OBJECTIVE

- Student will learn about human capabilities and limitation
- Student will learn how human capabilities and limitation can be incorporated in system Design
- Students will be able to complete a task analysis to identify human factors elements of designed systems.
- Student teams will be able to locate information required to redesign a product from human factors perspective

UNIT I Automation Strategy and Control System (4 Hrs)**Level of Knowledge- Conceptual & Basics**

Evolution of instrumentation and control, Role of automation in industries, Benefits of automation, Introduction to automation tools PLC, DCS, SCADA, Hybrid DCS/PLC, Automation strategy evolution, Control system audit, performance criteria, Safety Systems.

UNIT II Architectures of Data Warehousing (4Hrs)**Level Of Knowledge – Conceptual & Working**

605 Computer Integrated Manufacturing. I; 3 cr. 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 III Advance Applications of PLC and SCADA (4 Hrs)**Level Of Knowledge- Working**

PLC programming methods as per IEC 61131, PLC applications for batch process using SFC, Analog Control using PLC, PLC interface to SCADA/DCS using communication links (RS232, RS485) and protocols (Modbus ASCII/RTU)

UNIT IV Automated Flow Lines (4Hrs)**Level Of Knowledge- Conceptual & Working**

Automated assembling, System Modeling, Performance Evaluation, Buffer Allocation, Automated Flow line with Storage.

UNIT V Distributed Control System Basics (4 Hrs)**Level Of Knowledge- Conceptual**

DCS introduction, functions, advantages and limitations, DCS as an automation tool to support Enterprise Resources Planning, DCS Architecture of different makes, Latest trends and developments.

UNIT VI Distributed Control System Engineering and Design (5Hrs)**Level of Knowledge- Working**

DCS detail engineering, specifications, configuration and programming, functions including database management, reporting, alarm management, communication, third party interface, control, display etc. Enhanced functions viz. Advance Process Control, Batch application, Historical Data Management, OPC supports, Security and Access Control etc. Performance Criteria for DCS and other automation tools.

UNIT VII Application Development and Automation for Industry Verticals (5 Hrs)

Level Of Knowledge- Conceptual

Application development and automation for following industries Power, Water and Waste Water Treatment, Food and Beverages, Cement, Pharmaceuticals, Automobile and Building Automation.

SKILL DEVELOPMENT

1. Successful completion and presentation of a team product redesign project during class.
2. Graded HWs and exams.
3. Students incorporating human factors principles where appropriate in senior design projects.

Prescribed Books:-

1. N.E.Battikha, The Management of Control System: Justification and Technical Auditing, ISA Publications
2. Krishna Kant, Computer Based Process Control, PHI

External Experts

- | | |
|---|--|
| 1. Prof. B.Rajendran Thangadurai,
(Ex Oracle) RB & Creations,
501 Block 18 Glitter,
Sun City Apartments, Outer Ring Road,
Bangalore -34 | 2. Prof. A.R.Muthuswamy
Ex-ED-SAIL
Visiting Faculty
Bangalore |
|---|--|

FA - RETAILING MANAGEMENT**MBA 578****2 Credits****DESCRIPTION**

This paper is offered as a marketing elective in the sixth 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 merchandise retailers, nonstore 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 Texts

1. Berman Barry, Evans Joel R, *Retail Management-A Strategic approach*, Prentice Hall India.
2. Levy, Michael and Weitz, Barton A, *Retailing Management*, Tata McGraw-Hill Publishing Limited, New Delhi.
3. Newman, Andrew J. and Cullen, Peter., *Retailing: Environment and Operations*, Thomson India Edition.
4. Chetan Bajaj, Tuli Rajnish and Nidhi V Srivastava, *Retail Management*, Oxford University Press, India.
5. Gilbert David, *Retail Marketing Management*, Pearson Education, India.

FA - INSURANCE**MBA 577****2 Credits****DESCRIPTION**

This is a finance elective course offered in Fifth Trimester for 2 credit hours. 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

(3 Hrs)

Level of Knowledge – Conceptual and Basic

General risk like risk arising out of fire, marine, commercial, earthquake, strike and riot and life risk and management of such risks.- Historical development of R.M, ORM Model of R.M

UNIT II

(3 Hrs)

Level of Knowledge – – Conceptual and Basic

Risk - Definition – basic categories – types of pure risk – handling risk – insurable risk – types of insurance - Risk Management - Objectives – steps –

UNIT III

(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 IV

(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 V

(3 Hrs)

Level of Knowledge – Conceptual and Working

General insurance products – Fire – marine- Motor – personal accident

UNIT VI

(2 Hrs)

Level of Knowledge –Practical Working

Documents & Premiums - Proposal – policy – renewals – claims – endorsements – premium calculations - benefits - Underwriting - Rating risk – premium fixing

UNIT VII**(3 Hrs)****Level of Knowledge – Conceptual and Working**

Processes - Structure – prospecting – sales – proposal – queries – underwriting – policy renewals – claims - benefits - Sales & Marketing - Channels – advertising – strategies – competition

UNIT VIII**(2 Hrs)****Level of Knowledge – Conceptual and Working**

Financial Planning - Needs analysis – life cycle planning – asset allocation – risk covers – taxation

UNIT IX**(3 Hrs)****Level of Knowledge – Conceptual and Working**

Regulations - Insurance acts – code of conduct – agents – agency law – commission structure - Advisors - Role – function – requirements – sales – key success factors

Reference Books

Life Insurance – IC 33 – Insurance Institute of India

General Insurance – IC 34 - Insurance Institute of India – select chapters

Websites: Insurance companies in India, and financial services

Fundamentals of Risk & Insurance - Emmett J. Vaughan – Therese Vaughan

Wiley Student Edition.

CURRICULUM

YEAR - II**Trimester – VI****MBA 631****INTERNATIONAL BUSINESS****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.

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. International Business. New Delhi: Tata McGraw-Hill, 2009.

Reference Texts:

1. Daniels, John D., Radebaugh, Lee H. and Sullivan, Daniel P. International Business. New Delhi: Pearson, 2007.
2. Aswathappa K. International Business. New Delhi: Tata McGraw-Hill, 2010.

External Experts

- | | |
|--|---|
| 1 Dr. Erasi,
Professor,
Post Graduate Department of Commerce,
Bangalore University. | 2. Dr. Sanjeevaiah,
Professor,
Post Graduate Department of
Commerce
Bangalore University. |
|--|---|

M11- SERVICES MANAGEMENT STRATEGIES & PROJECTS**MBA 661****2 Credits****DESCRIPTION**

This paper is offered as a marketing elective in the Sixth trimester. It prepares students for careers in the booming service sector of India with an orientation mix of both conceptual & working knowledge in service marketing concepts.

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.

UNIT I (Perspectives on Marketing in the Service Economy) (2 Hrs)**Level of Knowledge – Conceptual and Basic**

Introduction to Services, importance & role in new economy, distinguishing characteristics from physical products posing marketing challenges, Expanded marketing mix.

UNIT II (Customer Behaviour in Service Encounters) (2 Hrs)**Level of Knowledge – Conceptual & Basic**

Customer Decision making: The 3 stage model of service consumption, understanding service encounters, defining moments of truth, Customer expectation and Perception of Services

UNIT III (Segmenting & Positioning services in Competitive Markets) (3 Hrs)**Level of Knowledge - Working**

Segmentation variables, Focussed and Unfocussed strategies, Search for competitive advantage to distinguish a brand from competitors, Using perceptual Maps

UNIT IV (Developing Service Concepts) (2 Hrs)**Level of Knowledge – Conceptual & Basic**

Defining the Core and Supplementary elements of a service, The Flower of Service, Planning and branding service products, Development of new services.

UNIT V (Distributing Services) (2 Hrs)**Level of Knowledge – Conceptual & Basic**

Determining the type of contact: Options for service delivery, Place and Time decisions, The role of Intermediaries, Distributing Services Internationally.

UNIT VI (Pricing and Revenue Management) (3 Hrs)**Level of Knowledge- Working**

Tripod strategy of Pricing, Activity based costing, Demand Elasticity based on pricing & Customer segments, Yield management to maximize revenues

UNIT VII (Services marketing communication) (2 Hrs)**Level of Knowledge – Conceptual & Basic**

Setting Communication objectives, Challenges (intangibles) and opportunities in communicating services, Marketing communications mix, Using Internet.

UNIT VIII (Designing and managing service processes) (2 Hrs)

Level of Knowledge – Conceptual & Basic

Blueprinting service operations to create valued experiences, Service Process Redesign, The customer as co-producer.

UNIT IX (Balancing Demand & Productive Capacity)**(2 Hrs)****Level of Knowledge – Conceptual & Basic**

Patterns & Determinants of demand, managing demand levels, overcoming capacity constraint, Inventory demand through waiting lines & reservations

UNIT X (Crafting the Service Environment)**(2 Hrs)****Level of Knowledge – Conceptual & Basic**

Understanding consumer responses to service environments, Dimensions of the service environment.

UNIT XI (Managing People for Service Environment)**(2Hrs)****Level of Knowledge – Conceptual & Basic**

Importance of Service Employees, Frontline & back office, Cycles of failure, mediocrity and success, Human resource management, Service Leadership & Culture

UNIT XII (Managing relationships & building loyalty)**(2 Hrs)****Level of Knowledge – Working**

Customer loyalty, The Wheel of Loyalty, Creating loyalty bonds, Strategies for reducing customer defections, CRM

UNIT XIII (Achieving Service Recovery)**(2Hrs)****Level of Knowledge - Conceptual**

Customer Complaining behaviour, Principles of effective service recovery systems, Service Guarantees, discouraging abuse and opportunistic behavior, learning from customer feedback

UNIT XIV (Improving Service Quality and Productivity)**(2Hrs)****Level of Knowledge – Working**

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**

1. Group presentations on service sectors in India with emphasis on BFSI & Infrastructure services.
2. Segmentation & Positioning of Service Businesses.
3. Revenue Management Models
4. CRM Techniques
5. Measurement of Service Quality
6. Case studies

Prescribed Texts

7. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing, Pearson Prentice Hall
8. Valarie A. Zeithaml and Mary Jo Bitner, Services Marketing, Tata- McGraw- Hill Edition

References

1. Ravi Shankar, Services Marketing, Excel Books
2. Govind Apte, Services Marketing, Oxford University Press

External Experts

1. Dr Doreswamy, Professor
Amrita Institute of Management
Bangalore

F 11 – FINANCIAL RISK MANAGEMENT**MBA 662****2 credits****DESCRIPTION**

This course is offered in 6th trimester 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 participants to learn powerful corporate governance and risk strategies to control both financial and non financial risks.

LEARNING OBJECTIVES

- 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**(3 Hrs)****Level of Knowledge – Conceptual and Basic**

Concepts like systematic, non-systematic risks, total risk. Levels of uncertainty, risk and return

UNIT II**(5 Hrs)****Level of Knowledge – Analytical**

Risk exposures and their identification. Business risk-types of risk- measurement of risk, risk optimization- other business risks. Financial assets their characteristics, scope of FRM.

UNIT III**(6 Hrs)****Level of Knowledge – Analytical and practical**

Financial risks, Options, futures and derivative securities. Assessment of financial asset risks, interest rate & debt securities, value at risk. CAR, operational risks in banks, basel II committee recommendations

UNIT IV**(10 Hrs)****Level of Knowledge – Conceptual and Working**

Basic arbitrage ideas, introductions to arbitrage pricing theory, the binomial option pricing models, the Black-scholes analysis, American options and other instruments with early exercise features. Use of financial ratios in RM

UNIT V**(6 Hrs)****Level of Knowledge – Conceptual and Working**

Equity options, stochastic volatility, monte Carlo Simulations, introduction to interest rate sensitive securities, recent development and trends.

Instrument of trade credit (letter of credit) and other non-insurance risk financing forms. Solvency, margins, mismatch of liabilities and assets (ALM), norms for investments, IFRS

Reference Books

Financial Risk Management – By Dun & Bradstreet – Data McgraHill

The Essentials of Risk Management – Michel Crooney- Dan Galai – Robert Mark – McgraHill

Risk Management & Insurance – William Junior- Michel L Smith- Peter Young – Mcgra Hill

Risk Management study course for CAIIB - IIB

H 11 - HUMAN RELATIONS SKILLS

MBA 663

2 Credits

OVERVIEW

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

1. To provide participants with opportunities to explore skills to be an effective human resource executives
2. To allow participants hands – on experience in the skills and increase their self efficacy in tasks and duties relating to human resource management.
3. To learn the various skills and practice them
4. Helps assess level of effectiveness and enhance ones capability in each of the skills
5. Engage in receiving feedback from others and encourage self-feedback for each skill

UNIT – I Intrapersonal Effectiveness: Understanding Self (8 Hrs)

Level of Knowledge – Conceptual and Application

Journey into self-awareness, self-disclosure and trust, establishing goals consistent with values and ethics, self management – time management and stress

UNIT – II Interpersonal Effectiveness: Understanding and Working with Others (8 Hrs)

Level of Knowledge – Conceptual and Application

Understanding and working with diverse others – cross cultural diversity, the importance and skill of listening – importance, barriers, characteristics of effective listening, non verbal communication, conveying verbal messages – assertive communication, persuading individuals and audiences

UNIT – III Understanding and Working in Teams (Part 1) (8 Hrs)

Level of Knowledge – Conceptual and Application

Negotiation – types, benefits, stages and tips for effective negotiation, building teams and work groups – team development stages and characteristics of high – performance teams, Managing conflict – sources, strategies for managing conflict, achieving business results through effective meetings

UNIT – IV Understanding and Working in Teams (Part II) (8 Hrs)

Level of Knowledge – Conceptual and Application

Facilitating team success – facilitative preventions and interventions, limitations to facilitation, making decisions and solving problems – decision making process, problem solving techniques and creativity, power and politicking – importance and ethical issues in politicking

UNIT – V Leading Individuals and Groups (8 Hrs)

Level of Knowledge – Conceptual and Application

Networking and mentoring – importance and uses, strategies and barriers, stages of mentoring, coaching and providing feedback for improved performance – effective coaching behaviours, giving feedback, characteristics of effective feedback, tips for preparing and leading a feedback session, leading and empowering self and others – leadership and empowerment, project management – steps to managing projects and project management tools

(40 Hours)

SKILL DEVELOPMENT

- Set of questions that relate to the learning objectives for each skill

- Case study that helps participants understand how the skill (or lack thereof) applies in a real world situations
- Strategies for learning and using the skills
- Exercises are reflective and experiential
- Role plays
- Interactive lectures and individual and group tasks

PRESCRIBED TEXT

De Janasz, S. C., Dowd, K. O, and Schneider, B. Z. Interpersonal skills in organizations, 3rd Edition, McGraw-Hill Irwin, 2009

REFERENCE BOOKS

Robbins, S.P and Hunsaker, P. L. Training in interpersonal skills; Tips for managing people at work, 4th Edition, Pearson Education, 2008

Hodgetts, R. M. Modern human relations at work, 8th Edition, Thomson Learning, 1999

Kotter, J. P. The new rules: How to succeed in today's post corporate world, The Free Press, New York, 1995

Dwivedi, R. S. Human relations and organizational behaviour: A global perspective, 5th Edition, Macmillan Business books, 2007

EXTERNAL EXPERTS

1. Alok Chatterjee

CEO - Moss and Hue

2. Kevin Samuel

Director – greenshoots

3. Dr. Subhash Sharma

Dean, Indian Business Academy

4. Dr. Vivekanand

Faculty, Icfai Business School

OP 11 - GREEN OPERATIONS (WASTE MANAGEMENT)**MBA 671****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 analyze 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

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**Waste Treatment Technologies****(4 Hrs)****Level of Knowledge – Working Knowledge**

Waste Treatment Technologies- Pyrolysis, Gasification, Combined Pyrolysis-Gasification, Composting anaerobic Digestion.

UNIT V**Waste Management****(5 Hrs)****Level of Knowledge – Coceptual & Working Knowledge**

Introduction, Integrated Waste management, Waste management organization, Repair and Reclamation, Cost Benefits of waste management, e-waste management..

UNIT VI

Air Pollution

(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

Other 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

Skill Development:-

- 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.
- Students will know about the latest concept in waste management.
- Students will know about the latest concept on pollution control
- Quality Circle team to propose the Waste management initiatives for the campus and make the campus green.
- Case studies
- Presentations on regulations regarding hazardous waste management.

Prescribed Books

1. Paul T. Williams ,Waste Treatment and disposal, John Wiley and sons publisher.
2. C S Rao ,Environmental Pollution Control Engineering, New Age International Publisher

External input:

1. Prof. Shivananda
Vising Faculty

2. Prof. Jishnu Hazra
IIM, Bangalore
Bangalore

3. Prof.A.R.Muthuswamy,
Ex-ED Operations & Maintenance, External Faculty, Bangalore

M 12 - BRAND MANAGEMENT

MBA 664

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 success and Brand success

UNIT II: Brand equity**(6Hrs)****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 VI 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

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, Strategic Brand Management, Pearson education 2006

Reference Books:

1. *Richard Elliott, Larry Percy, Strategic Brand Management, Oxford University press 2007*
2. *Simon David A. Aaker & Shcuster, Building Strong Brands*
3. *kapferer Jean Noel, The New Strategic Brand management, Kogan page, 2007*

Internet Siteswww.brandingasia.comwww.brandchannel.com**Blogs**

Thebrandingblog.com

F 12 - COMMODITY MARKET**MBA 665****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 global and domestic commodity markets with a practical approach and 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 Commodity Markets.
- To provide students with working knowledge about hedging, arbitraging and speculating in Commodity Markets
- To provide students with the knowledge of Commodity Markets as an asset class for investment.

UNIT I INTRODUCTION & STOCK EXCHANGES**(7 Hrs)****Level of Knowledge – Conceptual and Working Knowledge**

Introduction to Commodity Futures Markets

Meaning of Commodity

Types of commodities

Agricultural

Metals – Base & Precious metals

Energy

Others

Structure and evolution of Agri markets in India

Commodity Markets : a perspective

Cash markets, Forwards and Futures

Brief history of development of Commodity Markets

Global scenario

Indian scenario

Relevance and potential of commodity markets in India

Regulatory framework of commodity derivatives markets

FCRA, FMC

Kabra Committee report

Benefits of Trading in Commodities

Benefits to investors, producers, consumers and manufacturers

Benefits to economy

Commodity stock exchanges

Indian National / Regional Commodity Stock exchanges

Global Commodity Stock exchanges

UNIT II WAREHOUSES**(3 Hrs)****Level of Knowledge – Working Knowledge**

Role of ware houses and collateral managers in Commodities Markets

Warehousing, warehouse-receipts etc

Role and functions of collateral managers

Role of assayers and Quality of underlying assets

Role of Registrar and Transfer agents

UNIT III TRADING, CLEARING & SETTLEMENT**(4 Hrs)****Level of Knowledge – Working Knowledge**

Clearing and Settlement

Role of clearing exchanges and its functions

Professional Clearing Member

Trading and Clearing Member

Trading Member

Role of clearing members

Contracts specifications in commodity futures

Calendar and settlement schedule

Margining

Initial margin

Daily Mark to Market

Delivery Margin

Special / additional margin

Open Interest Limits

Types of Orders

Final settlement

Cash settlement

Physical settlement

quality issues- premium / discount on contract price

delivery conditions etc

UNIT IV FUNDAMENTAL & TECHNICAL ANALYSIS

(7 Hrs)

Level of Knowledge – Conceptual and Working Knowledge

Fundamental and Technical Analysis in Commodity Markets

Fundamental Analysis

Global and domestic demand supply dynamics, Closing stock positions

Cropping and growth patterns, price trends and factors that influence prices

Technical Analysis

Trading strategies in Commodities using technical analysis

UNIT V HEDGING, ARBITRAGING & SPECULATING

(7 Hrs)

Level of Knowledge – Conceptual and Working Knowledge

Using Commodity Derivatives

Pricing of commodity derivatives

Backwardation / Contango markets

Hedging

Rolling the hedge

Tailing the hedge

Optimal hedge ratio

Hedging effectiveness

Cross hedge

Basis risk

iii. Arbitraging

Cash and Carry arbitrage

Reverse cash and carry arbitrage

Convenience yield

Implied returns

Full carry, Net carry

iv.

Speculating

UNIT VI TAXATION

(2 Hrs)

Level of Knowledge – Conceptual and Working Knowledge

Taxation issues governing commodity markets

Speculative Transactions, Set off rules, Transaction costs, Sales tax issues

[Total 30 hours]

Skill Development

1. To practically understand and follow day-to-day developments in the Commodity markets.
2. To develop the skill of using Commodity markets as one of the asset classes for investments.
3. To develop technical analysis skills.

Prescribed Text:

Indian Institute of Banking and Finance, Commodity Derivatives, Macmillan Publications, 1st Edition

Reference Texts:

1. Parameswaran Sunil K, , Futures Markets- Made easy with 250 Q & A, Tata McGraw Hill Publications, 1st Edition
2. Varma Jayanth Rama, Derivatives and Risk Management, Tata McGraw Hill Publications, 1st Edition
3. Niti Nandini Chatnani, Commodity Markets – Operations, Instruments and Applications, Tata McGraw Hill Publications, 1st Edition
4. National Stock Exchange, Commodity Markets (NCFM) ,1st Edition

H 12 - QUANTITATIVE HUMAN RESOURCE MANAGEMENT

MBA 667**2 Credits****Objective**

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)

– 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)

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)

– 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)

– 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)

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)

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]**REFERENCE BOOKS:**

1. Bhattacharyya, Kumar Dipak, HR Research Methods, 2007, University Press
2. Sullivan, John, HR Metrics, 2007 Kennedy Information

OP 12 - SOFTWARE ENGINEERING & SOFTWARE PROJECT MANAGEMENT**MBA 672****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 the stakeholders, and optimises overall solution effectiveness according to the values of the stakeholders).

LEARNING OBJECTIVE

- 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 your projects

UNIT I Introduction to software project management (5 Hrs) **Level of Knowledge- Conceptual & Basics**

Definition of Project, Software projects v/s other types of projects, problems with software projects, Plans, methods and methodologies.

UNIT II Overview of Project planning (5 Hrs) **Level of Knowledge- Conceptual & Basics**

Stepwise project planning. Project Scheduling, Project writing, selection of an appropriate project approach, project schedules, forward pass, backward pass, Identifying critical activities.

UNIT III Project estimation, monitoring and reviews (5 Hrs) **Level of Knowledge- Working**

Basis of software costing, Problems with over and under estimates, estimation techniques, function point analysis, Cost monitoring, creating a framework, Visualizing progress, earned values analysis, cost benefit analysis

UNIT IV Risk management (5 Hrs) **Level of Knowledge- Working**

Introduction to risk, categories of risk, framework of dealing with risk, Risk identification, risk assessment, risk planning, risk management, applying the PERT technique, risk evaluation

UNIT V Personnel selection and Evaluation (4 Hrs) **Level of Knowledge- Conceptual & Basics**

Managing people and organizing teams, understanding behavior, selecting the right person for the job, Instruction in the best methods, dispersed and virtual teams, stress.

UNIT VI Report writing and presentation**(6 Hrs)****Level of Knowledge- Working**

Finalizing the summary and preparing the report for all the activities.

Skill Development

1. Group presentations of a live Software Application
2. Group presentation of different Software development model.
3. Case analysis as to how Software Engineering can help in system improvement.

Prescribed Books:-

1. Peters Pedrycz, Software Engineering Project Management, Wiley Publications
2. J. Nicholas and Steyn, Project Management, Principles and practice, Elsevier

Reference Books:-

3. Bob Hughes & Mike Cotterell, Software project Management, Tata McGraw Hills.
4. Project Management in IT, Kathy Schwalbe, Thomson Publications,

External Experts

- | | |
|---|--|
| 1. Prof. B.Rajendran Thangadurai,
(Ex Oracle) RB & Creations,
501 Block 18 Glitter,
Sun City Apartments, Outer Ring Road,
Bangalore -34 | 2. Prof. A.R.Muthuswamy
Ex-ED-SAIL
Visiting Faculty
Bangalore |
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