

**ACADEMIC REGULATIONS
PERTAINING TO MBA DEGREE (DAY) OF
BANGALORE UNIVERSITY
(2014 – 2015 ONWARDS)**

**Under Choice Based Credit System
(BU-PG-CBCS, 2014)**

(Framed under section 44 (1), (C) of K.S.U. Act 2000)



**CANARA BANK SCHOOL OF MANAGEMENT STUDIES,
BANGALORE UNIVERSITY, CENTRAL COLLEGE CAMPUS,**

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**MASTER OF BUSINESS ADMINISTRATION [DAY]
UNDER
CHOICE BASED CREDIT SYSTEM (CBCS)**

(2014 - 2015 ONWARDS)

COURSE CONTENT OF FIRST SEMESTER

**CANARA BANK SCHOOL OF MANAGEMENT STUDIES,
BANGALORE UNIVERSITY, BANGALORE**

1.1 ECONOMICS FOR MANAGERS

1. GENERAL INFORMATION

Credits	4
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Hours per week	4
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2. PERSPECTIVE OF THE COURSE

This course is designed to impart knowledge of the concepts and principles of Economics, which govern the functioning of a firm/organization under different market conditions. It further aims at enhancing the understanding capabilities of students about macro-economic principles and decision making by business and government.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To make the students aware of the various economic theories and principles
- To equip them with the required tools and techniques for improving their decision-making skills.

OUTCOMES

- The student must have micro and macro-economic perspective to understand the under pinning of management.

4. COURSE CONTENT AND STRUCTURE

1

MODULE ONE: INTRODUCTION TO MANAGERIAL ECONOMICS

8 HOURS

Introduction to Economics, Kinds of Economic Decisions, Significance and applicability of Managerial Economics in decision making, Role and responsibilities of Managerial

Economics, Economic principles relevant to managerial decision making, Opportunity cost, Production possibility curve, Concept of increments and Margin, Discounting principle, Theory of firm.

2

MODULE TWO: DEMAND ANALYSIS AND CONSUMER BEHAVIOR

10 HOURS

Demand theory and analysis, Elasticity of Demand and its role in Managerial decision making, Demand forecasting, Techniques of Demand forecasting,

Consumers Equilibrium, Cardinal utility approach, Indifference curve approach, Theory of revealed preference, Consumer surplus

3

MODULE THREE: THEORY OF PRODUCTION AND ANALYSIS OF COST

10 HOURS

Laws of variable proportions and Return to scale, Economies of scale, Isoquants and Isocost, Optimum combination of inputs, Elasticity of substitutions; Cost concepts: Kind of costs, Short run and long run cost functions, Interrelationship of cost, Cost reduction and cost control.

4

MODULE FOUR: DETERMINATION OF PRICE AND OUTPUT

10 HOURS

Concept of Market equilibrium and Revenue curves, Characteristics of different market structures, Price determination and firms equilibrium under perfect competition, monopolistic competition, oligopoly and monopoly, Price discrimination, International price discrimination and dumping, Pricing methods

5

MODULE FIVE: FACTOR MARKET AND FACTOR PRICING

8 HOURS

Theories of factor pricing: wages and rent, Theories of interest and investment decisions, Profit and profit functions.

6

MODULE SIX: MACROECONOMIC ANALYSIS AND POLICY

10 HOURS

National Income: Concept and measurement, Circular flow of economic activities, Keynesian analysis: Keynesian theory of employment, consumption function, investment function, multiplier, relevance of Keynesian economics in underdeveloped countries, Business cycle, Money supply and Inflation.

5. PEDAGOGY

Case studies to testify the complexity of economic theory as applicable to real life and to provide enhanced insight to comprehend the economics concepts illustrated in each chapter.

6. TEACHING AND LEARNING RESOURCES

- a) www.bibilomania.com/nonfiction/smith/wealth/index.html
- b) www.planningcommission.gov.in/
- c) www.wsj.com
- d) www.netec.wustl.edu/WebEc/WebEc.html
- e) www.nber.org
- f) www.economist.com
- g) www.slate.com
- h) Economic and Political weekly, Mumbai, Economic & Political Weekly Research Foundation
- i) Indian Economic review, Delhi school of Economics
- j) Indian Economic Journal, Indian Economic Association.

7. RECOMMENDED READINGS

ESSENTIAL READINGS

1. Dwivedi D.N, "Managerial Economics", Vikas Publication
2. PindyckRubinfeld& Mehta, "Micro Economics", Pearson

REFERENCES

1. RitikaSinha : Managerial Economics, SBPD Publishing House
2. Damodaran Suma: Managerial Economics, Oxford University Press
3. Petersen Lewis & Jain: Managerial Economics, Pearson
4. Paul A Samuelson and William D Nordhaus : Economics, McGraw Hill
5. Geethika, Ghosh&Choudary : Managerial Economics, McGraw Hill

1.4 STATISTICS FOR MANAGEMENT

1. GENERAL INFORMATION

Credits	4
Hours per week	4

2. PERSPECTIVE OF THE COURSE

Statistics education research over the last decade has pointed out the development of statistical literacy and interpretive skills as a universally recognized goal of instruction (Rumsey, 2002; delMas, 2002). Chance (1997) argued that as instructional goals in statistics courses change emphasizing statistical literacy skills over procedural calculations, there is need for instructors to accompany these new goals with more authentic assessment techniques to evaluate progress towards these goals. This course is designed to adopt Gal’s conception of adult statistical literacy as “the ability to interpret, critically evaluate, and communicate about statistical information and messages” (Gal, 2002).

Gal’s statistical literacy model comprises two broad interrelated components; namely: (1) knowledge component which consists of five cognitive elements: literacy skills, statistical knowledge, mathematical knowledge, context knowledge, and critical questions; and (2) dispositional component which consists of three related but distinct concepts; namely: critical stance, beliefs and attitudes.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To elevate students’ awareness of data in everyday life and prepare them for a career in today’s age of information.
- To impart to students, an assured level of competence, or understanding, of the basic ideas, terms, and language of statistics.
- To develop statistical literacy skills in students in order to comprehend and practice statistical ideas at many different levels.

- To promote the practice of the scientific method in our students: the ability to identify questions, collect evidence (data), discover and apply tools to interpret the data, and communicate and exchange results.

OUTCOMES

- At the end of this course, students will achieve statistical literacy and will be able to find ways to move beyond the-what of statistics to the how and why of statistics.

4. COURSE CONTENT AND STRUCTURE

1

MODULE ONE

8 HOURS

Role of statistics: Applications of statistics in managerial decision-making; Phases of a statistical study, Presentation of data to convey meaning - Tables, Graphs and Frequency Distribution

Measures of central tendency: Mean, Median and Mode and their implications, Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation, Skewness, Kurtosis

2

MODULE TWO

12 HOURS

Time series analysis: Concept, Additive and Multiplicative models, Components of time series. Trend analysis: Least Square method, Linear and Non- Linear equations, Exponential shooting method, Applications in business decision-making.

Index Numbers: Meaning, Types of index numbers, Uses of index numbers, Construction of Price, Quantity and Volume indices, Fixed base and Chain base methods

Correlation: Meaning and types of correlation, Karl Pearson and Spearman rank correlation.

Regression: Meaning, Regression equations and their application

3

MODULE THREE

10 HOURS

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications.

Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

4

MODULE FOUR

8 HOURS

Introduction to sampling distributions, Sampling distribution of mean and proportion, Sampling techniques

Estimation: Point and Interval estimates for population parameters of large sample and small samples, Determining the sample size.

5

MODULE FIVE

8 HOURS

Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test

Techniques of association of Attributes & Testing

ANOVA one and two way, Design of experiments

6

MODULE SIX

10 HOURS

Chi-square test for single sample standard deviation, Chi-square tests for independence of attributes and goodness of fit, Sign test for paired data, Rank sum test

Kolmogorov-Smirnov, Test for goodness of fit, comparing two populations

Mann – Whitney U test and Kruskal Wallis test, One sample run test, rank correlation

Decision Theory – Decision under certainty, Decision making under risk (EMV criteria) and Decision making under uncertainty.

5. PEDAGOGY

Irrespective of where an individual is involved in the chain of statistical information, there is a necessity for a rudimentary understanding of the concepts and language, a level of reasoning- the abilities to question, compare, and explain and a level of statistical thinking- applying the ideas to new problems and identifying new questions. Towards this end, case studies will be extracted from Newspapers and Magazines regarding daily life and explored. These case studies will be in addition to the actual teaching hours expended in imparting statistical methods.

6. TEACHING AND LEARNING RESOURCES

- a) www.socr.ucla.edu/
- b) www.ats.ucla.edu/stat/seminars/statteach/sites.htm
- c) www.statsci.org/teaching.html
- d) www.onlinestatbook.com/2/chi_square/Chi_Square.html
- e) Any Online Newspapers, Journals and Magazines.

7. RECOMMENDED READINGS

ESSENTIAL READINGS

1. T N Srivastava, Shailaja Rego, Statistics for Management, Tata McGrawhill, Latest edition.
2. S P Gupta, Statistical Methods, Sultan Chand & Sons, Latest edn.
3. Glynn Davis and Branko Pecar, Business Statistics using Excel. Oxford University press, 2010
4. J. K. Sharma, Fundamentals of Business Statistics, 2nd Edition, Vikas Publication, 2014.

REFERENCE

1. SC Gupta, Fundamentals of Statistics, Himalaya Publications. 2013.
2. N.D. Vohra, Business Statistics, Tata McGrawHill, 2013

1.5 MARKETING FOR CUSTOMER VALUE

1. GENERAL INFORMATION

Credits	4
Hours per week	4

2. PERSPECTIVE OF THE COURSE

This paper introduces students to the crucial role that marketing plays in business development. Marketing is an important function that brings companies and clients closer together. It is the application, tracking and review of a Company's marketing resources and activities. Establishing a marketing orientated organization with the emphasis on the customer is a core component in an organization's success. Students will obtain good knowledge and understanding of the key principles of marketing and will be able to relate what they learn in this paper to situations in their workplace.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To elevate students' awareness of an organization's resources required for Marketing in today's age of information
- To develop marketing skills
- To understand the requirements of a career in marketing

OUTCOMES

- The scope of a business' marketing management depends on the size of the business and the industry in which the business operates. Students will be able to use a company's resources to increase its customer base, improve customer opinions of the company's products and services, and increase the company's perceived value.

4. COURSE CONTENT AND STRUCTURE

- 1** **MODULE ONE: ESSENTIALS OF MARKETING** **8 HOURS**

Importance of marketing, Core marketing concepts, Company orientation towards market place, Marketing management tasks, Marketing strategies and plans, SWOT analysis, Marketing environment, Competitive dynamics
- 2** **MODULE TWO: CREATING/CHOOSING CUSTOMER VALUE** **8 HOURS**

Customer value, satisfaction and loyalty, Customer relationships, Life time value of customers, Customer databases, Buying decision process, Market segments and targets, Product life cycle strategies, Brand positioning, Brand equity
- 3** **MODULE THREE: DESIGNING CUSTOMER VALUE** **10 HOURS**

Characteristics and classifications of products, Product and service differentiation, Product mix, hierarchy, line etc, Nature and characteristics of services, Excellence in services

Pricing strategies: Pricing environment, Steps in price setting, Methods of pricing, Initiating and responding to price changes.
- 4** **MODULE FOUR: DELIVERING CUSTOMER VALUE** **10 HOURS**

Marketing channels and value networks, Decisions on design and management of channels, Channel conflict and competition, Channel integration, E-Commerce marketing practices, New retail environment, Market logistics, Supply chain management

5

MODULE FIVE: COMMUNICATING CUSTOMER VALUE

12 HOURS

Role of Integrated marketing communications, Steps in designing effective communications, Communication mix, Managing mass communications like advertizing, sales promotion, events and experiences, public relations etc; Managing personal communications like direct marketing, interactive marketing, Email, SMS, Social media, sales force etc

6

MODULE SIX: SUSTAINING GROWTH AND CUSTOMER VALUE

8 HOURS

New product development strategy, Steps in new product development

Managing holistic marketing organization: Internal marketing, CSR, Cause related and socially responsible marketing, Marketing control

5. PEDAGOGY

Irrespective of where an individual is involved in the course of business, there is a necessity for a rudimentary comprehension of the concepts and language of marketing. Students need to understand marketing situations and strategize towards these states. Towards this end, case studies will be extracted from Newspapers and Magazines regarding daily life and explored.

6. TEACHING AND LEARNING RESOURCES

- a. www.mplans.com
- b. www.marketingtoday.com
- c. www.indianjournalofmarketing.com
- d. www.indianjournalofmanagement.com
- e. Journal of Marketing
- f. Marketing Education Review
- g. Journal of Consumer Marketing
- h. Journal of Marketing Education
- i. Journal of the Academy of Marketing Science

These case studies will be in addition to the actual teaching hours expended in imparting Marketing Management theory.

7. RECOMMENDED READINGS

ESSENTIAL READINGS

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithileshwarJha, Marketing Management. Pearson Education, Latest edition.
2. Etzel, Walker, Stanton & Pandit, Marketing, Tata McGrawhill, Latest edition.

REFERENCES

1. Ramaswamy and Namakumari, “ Marketing Management, Global Perspective, Indian context”, McGraw Hill, Fifth edition, 2013
2. Paul Baines, Chris Hill and Kelly Page, Marketing Management, Adapted by PiyushSinha, Asian Edition, Oxford University Press.
3. Lambhair Sharma, McDaniel, Marketing Management. Cengage Learning Pvt. Ltd., 2012.
4. William D Perreault and Jerome McCarthy, “ Basic Marketing: A Global Managerial Approach”, Tata McGraw Hill, 2006
5. Adrian Palmer, Introduction to Marketing, Oxford

1.6 BUSINESS AND INDUSTRY

1. GENERAL INFORMATION

Credits	4
Hours per week	4

2. PERSPECTIVE

Students are pursuing the management courses in the context of the world of business and industry. Such perspective during the course itself gives them an edge over others who grasp subsequent to their becoming insiders of organizations. Hence, this understanding must cover not only the Indian economy but Indian business/industry also. An overview of the context in which one is operating is essential. An attempt is made to give a feel and insight into the world of business and industry in India in particular and Indian economy in general.

3. OBJECTIVES AND OUTCOMES

This course aims at

- To enumerate the fundamentals of Indian economy, business and industry
- To study the present status of Business & Industry in India
- To get a glimpse of future challenges

The outcome of this course is the level of understanding of the dynamics of business and industry by students.

4. COURSE CONTENT AND STRUCTURE

The course has been divided into six modules to cover the several dimensions of Business and Industry and various aspects of environment in which they operate.

1

MODULE ONE: AN OVERVIEW OF INDIAN ECONOMY

6 HOURS

The structure of Indian Economy, Pillars of Economic Development, Role and contribution of Agriculture, Industry and Services; Performance, recent trends and future scenario of these sectors in Indian Economy. *(Relevant and latest data have to be used extensively wherever necessary)*

2

MODULE TWO: ESSENTIALS OF BUSINESS & INDUSTRY

10 HOURS

Meaning, nature, role and importance of business and industry, Functions and processes, Internal and external influences, Different forms of enterprises, Interaction and linkages with Government and civil society, Macro environment.

Types of Productive Systems, The Manorial or Feudal system, The Guild system, Characteristics of The domestic/putting-out/outsourcing systems, and the Factory system, Causes and Consequences of industrialization, The IT system of industrialisation-services, enabled services, linkage with Manufacturing & Agriculture

3

MODULE THREE: EVOLUTION OF BUSINESS & INDUSTRY IN INDIA

8 HOURS

Structure of Indian society, Glimpse of economic activity in ancient times, British Raj, Swadeshi movement, Post-Independence scenario, Licence-Permit Raj, LPG era, Economic reforms since 1991, Entrepreneurship Culture in India, Industrial Policy, 2014 & Changing economic policy era.

4

MODULE FOUR: STRUCTURE AND STATUS OF BUSINESS & INDUSTRY IN INDIA

15 HOURS

Unregistered firms/Bagedari sector, Start-ups and MSME sector, Large Scale enterprises, Export oriented companies, MNCs in India, Family Business, Industry associations and bodies, Profile of eminent industry persons and houses.

Present status and performance of Agriculture and allied fields like horticulture, food

processing, animal husbandry, fishing, contract farming etc; Industry sectors like textiles, chemicals, sugar, paper, machine tools, auto components, engineering products, pharmaceutical, biotechnology, semiconductor, hardware products, coal, mining, consumer durables, FMCG etc.;Service sectors like information technology, hospitality, tourism,health care, banking, financial services, insurance, tourism, retail etc.

5

MODULE FIVE: GROWTH OF BUSINESS & INDUSTRY

8 HOURS

Nature and types of crisis, Physical damage crisis, non-physical damage crisis, Stages of crisis like pre crisis stage, acute crisis, post crisis, consequences of and strategies for managing crisis; Management of human and other resources, changing manpower requirements, Growth dimensions and phases, growth barriers, succession and exit strategies.

6

MODULE SIX: INTERFACE WITH VOLUNTARY ORGANIZATIONS

8 HOURS

Provisions of Companies Act 2013, CSR Rules, 2013; Meaning, characteristics and role of non-governmental organizations (NGOs), Voluntary Organisations (VOs), Non-profit organizations (NPOs), Civil society organizations (CSOs), Types of NGOs by orientation, level of co-operation, scope and coverage, Present status of third sector in India

5. PEDAGOGY AND CASE STUDIES:

- Lectures
- Case Discussions and Practical Visits to Industry and NGOs
- Assignments and Presentations
- Workshops by Rural and NGO Promoters / Managers / Experts.

6. RECOMMENDED READINGS

ESSENTIAL READINGS

1. Ashwani Mahajan & Gaurav Datt “Datt & Sundharam Indian Economy “S chand 2013, 69th Edition.
2. Nitin Dhingra & Ishwar C Dhingra “Developing New Enterprise” Cosmos Bookhive 2014, 1st edition.
3. Osama Lari “Industrial sociology” Word Press publication, 2010, 1st edition.
4. Uma Kapil, “Indian economy – Performance and Policies” Academic Foundation 2009, 8th edition.
5. Vaidyanathan. R “Reforming the reforms process” Silver jubilee research volume, IIMB India.
6. Harvard Business Essentials, “Crisis Management: Master the Skills to Prevent Disasters Harvard Business Review Press (20 September 2011).
7. PRIA (2000) “Defining the sector in India –voluntary, civil or non-profit” Working paper 1 New Delhi.
8. Sushilaravindranath “The CII Entrepreneur’s Handbook” Westland Ltd, 2010.

REFERENCES

1. Dr. Yogesh M. Kulkarni “Performance of Indian Industrial Sector” Binding: HBR Year: 2011
2. Bachcha & Pathak “industrial policy-India” Deep and Deep publication Pvt ltd, 2007.
3. C. V. Madhavi “Business in Crisis” Create Space Independent Publishing Platform.

7. TEACHING AND LEARNING RESOURCES

1. www.wikipedia.com
2. www.industryreview.com
3. www.bls.gov/opub/mlr/2008/12/art3full.pdf
4. http://en.wikipedia.org/wiki/Putting-out_system
5. http://www.universityofcalicut.info/SDE/BA_sociology_indian_society.pdf
6. http://en.wikipedia.org/wiki/Economic_history_of_India

7. http://orissa.gov.in/e_magazine/Orissareview/aug2005/engpdf/the%20swadeshi%20movement.pdf
8. http://zeenews.india.com/business/slideshow/indian-economy-a-journey-of-last-66-years_68.html/10
9. <http://business.mapsofindia.com/india-policy/liberalization-privatization-globalization.html>
10. <http://www.slideshare.net/shahavish/industrial-policy-from-1948-1991>
11. <http://msme.gov.in/Web/Portal/New-Default.aspx>
12. http://www.eximguru.com/exim/eou/ch_1_export_oriented_units_eous_introduction.aspx
13. <http://business.mapsofindia.com/india-company/multinational.html>
14. http://www.encubeindia.com/downloads/indian_family_businesses.pdf
15. http://nrlp.iwmi.org/PDocs/DReports/Phase_01/04.%20WTO%20and%20agriculture%20-%20RPS%20Malik.pdf
16. http://mospi.nic.in/Mospi_New/upload/SYB2014/CH-9-HORTICULTURE/horticulture.pdf
17. <http://www.asa.in/pdfs/surveys-reports/Food-Processing-Sector-in-India.pdf>
18. <http://pib.nic.in/archieve/others/2012/mar/d2012031308.pdf>
19. <http://www.slideshare.net/sathishhs7/nature-and-scope-of-contract-farming-in-india>
20. <http://www.slideshare.net/AnujDiwakar/gptaie>
21. http://en.wikipedia.org/wiki/Chemical_industry
22. http://www.in.kpmg.com/pdf/Indian_Sugar_Industry.pdf
23. <http://www.yieldopedia.com/paneladmin/reports/07dc15673834d4ced6b89a854c4b2980.pdf>
24. http://dhi.nic.in/indian_machine_tools_industry.pdf
25. <http://www.tsmg.com/download/article/Overview%20of%20the%20Indian%20Auto%20Component%20industry.pdf>

26. <http://www.cci.in/pdfs/surveys-reports/Engineering-Sector-in-India.pdf>
27. <https://www.in.kpmg.com/pdf/Indian%20Pharma%20Outlook.pdf>
28. http://www.ebtc.eu/pdf/Indian_Biotechnology_Sector-Overview_VO1.pdf
29. http://www.ibef.org/download/Semiconductor_171109.pdf
30. http://nmcc.nic.in/pdf/ithardware_03july2010.pdf
31. <https://www.pwc.in/assets/pdfs/industries/power-mining/icc-coal-report.pdf>
32. <http://pubs.iied.org/pdfs/G00615.pdf>
33. <http://www.surechill.com/pdf/India-refrigerator-market.pdf>
34. http://www.ibef.org/download/FMCG_060710.pdf
35. <http://perso.univ-rennes1.fr/eric.darmon/floss/papers/MATHUR.pdf>
36. <http://www.ibef.org/industry/tourism-hospitality-india.aspx>
37. <http://164.100.47.134/intranet/TourismSectorInIndia.pdf>
38. <http://www.slideshare.net/ankitag9/healthcare-industry-ppt>
39. <http://www.slideshare.net/verma786786/insurance-sector-ppt>
40. http://www.rasci.in/downloads/2012/Retail_Industry_India_2012.pdf
41. <http://www.scribd.com/doc/29700613/Crisis-Management-Ppt>
42. <http://www.tutor2u.net/business/strategy/crisis-management-introduction.html>
43. <http://www.slideshare.net/BabasabPatil/human-resource-management-ppt>
44. http://www.cf-sn.ca/business/business_succession/common_exits.php
45. http://www.nesta.org.uk/sites/default/files/barriers_to_growth_0.pdf
46. <http://hbr.org/1998/05/evolution-and-revolution-as-organizations-grow/ar/2>
47. https://www.pwc.in/en_IN/in/assets/pdfs/publications/2013/companies-act-2013-Key-highlights-and-analysis.pdf

1.7 COMMUNICATION SKILLS

1. GENERAL INFORMATION

Credits	2
Hours per week	2

2. PERSPECTIVE OF THE COURSE

A fundamental part of a Manager's job is Decision making and Implementation. Initially, he assists in making decision by collecting information, analyzing and preparing a frame work for Decision Making. At a later stage when he reaches positions of higher responsibility, he takes decision and involves in implementation. A sound decision requires critical analysis of the problem, collection of relevant data; develop clear objectives and later workout an action plan. A logical approach and systematic analytical thinking, Reasoning, use of evidences are essential components of sound decisions. Apart from this, he must also have the required skills to present and communicate. One more dimension is inter-personal and group communication including negotiations. Hence, need of the hour is to develop all such skills hands on.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To sharpen the Analytical, Written, non-verbal, Spoken Communication and inter-personal Skills essential in organizations involving Decision making and implementation.
- To demonstrate good team work and negotiation skills

OUTCOMES

- At the end of this course, students will have the clarity about communication skills to be used in organizations.

4. COURSE CONTENT AND STRUCTURE

1

MODULE ONE: COMMUNICATION IN BUSINESS

4 HOURS

Importance of Communication, Forms of Communication, Communication Network of the Organization; Process of Communication: Different Stages, Difference between Oral and Written Communication

2

MODULE TWO: ORAL COMMUNICATION SKILLS

6 HOURS

Fundamentals, Barriers and Gateways, Public Speaking, Effective Power point presentation, body language, non-verbal, facial expressions, voice modulation, eye contact, audience research, questions from the audience, communication and emotional intelligence, creativity in oral communication, Communication through Telephonic, video and Skype, Group Discussion.

3

MODULE THREE: WRITTEN COMMUNICATION SKILLS

8 HOURS

Writing an Effective Report: Stages of Writing, Style and Tone; Five Ws and one H of Report Writing, Divisions, Numbering and use of Visual Aids, creativity in written communication, use of picture, diagram in written communication, Writing Commercial Letters, E- Mail Messages, Maintaining a Diary, Job applications & resume writing

4

MODULE FOUR: LISTENING SKILLS

4 HOURS

Importance and need, types, active and empathic listening, listening and judgment, developing skills, listening and understanding, Anatomy of poor Listening, Features of a good Listener

5

MODULE FIVE: INTERPERSONAL COMMUNICATIONSKILLS

8 HOURS

Advantages and disadvantages of utilizing the team work; characteristic features of successful teams; stages of the development of a team; team roles; challenges in team

working, forms of non-team behaviour.

Conditions of negotiating; strategies of negotiating (win-win, win-loss); participative negotiations; negotiating tactics; cognition and emotions in negotiating; negotiating and ethics

Types and sources of conflicts; the influence of various cultures on the solving of conflicts

5. TEACHING AND LEARNING RESOURCES

a. http://eff.cls.utk.edu/fundamentals/eff_standards.htm

b. <http://www.ndted.org/TeachingResources/ClassroomTips/Communication.htm>

6. RECOMMENDED READINGS

ESSENTIAL READINGS

1. Monipally MM, Business communication strategies, McGraw Hill
2. Bovee, Till and Schatzman, Business Communication today, Pearson

REFERENCES

1. Scot Ober, Contemporary Business Communication, Biztantra
2. ParagDiwan, Business Communication, Excel Book
3. Lesikar, R.V. & Flatley, M.E, Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd
4. Ludlow, R. & Panton, F, The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd
5. Chaturvedi P. D, & Mukesh Chaturvedi, Business Communication : Concepts, Cases And Applications –2/e, Pearson Education
6. Murphy, *Effective Business Communication*, McGraw-hill

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(2014 - 2015 ONWARDS)

COURSE CONTENTS OF SECOND SEMESTER

CANARA BANK SCHOOL OF MANAGEMENT STUDIES,

BANGALORE UNIVERSITY, BANGALORE

2.1 TECHNOLOGY FOR MANAGEMENT

1. GENERAL INFORMATION

Credits	4
Hours per week	4

2. PERSPECTIVE OF THE COURSE

Today's organizations rely heavily on computer systems. As day-to-day business goals are increasingly affected by these systems, qualified professionals, who can successfully manage, will be required in the business field. This paper is mandatory for aspiring managers who understand and embrace the role of technology within a business and who are ready to make the leap into management within an IT environment. Students are expected to gain skills in strategic information technology and management that they can apply immediately in the workplace.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To elevate students' awareness of information technology and develop an in-depth and systematic understanding of key aspects of IT Management
- To help students gain a strategic perspective on business
- To evaluate the value of emerging technologies and their competitive advantage

OUTCOMES

- By the end of the course, students will gain the skills required to navigate through the complexities of managing data and also become the appreciators of technological environment.

4. COURSE CONTENT AND STRUCTURE

1

MODULE ONE

4 HOURS

Introduction and definition of computer, Brief history (Analog, Digital, Binary language), Major components of a computer system, Interfacing with a computer, Hardware and Software with examples, Introduction to languages, compiler, interpreter and assembler. Operating Systems: Definition, Functions, Types and Classification, Elements of GUI based operating system-Windows-Use of menus, tools and commands of windows operating system, Linux and free and open software; Computer Networks: Overview and Types (LAN, WAN and MAN), Network topologies, Internet; Data representation and computer security

2

MODULE TWO

4 HOURS

Data and Information, MIS, Decision Making and role of MIS, Planning for MIS; System Development Methodologies; Conceptual and detailed designs of MIS

3

MODULE THREE

10 HOURS

Information systems for strategic advantage, Strategic role for information system, Breaking business barriers, Business process reengineering, Improving business qualities.

Information system analysis and design, Information SDLC, hardware and software acquisition, system testing, documentation and its tools, conversion methods

Decision Support System: Overview, components and classification, Steps in constructing a DSS, Role in business, Group decision support systems, Expert systems.

4

MODULE FOUR

10 HOURS

System implementation Strategies and process; System Evaluation and Maintenance, Applications – cross –functional MIWS; ERP; CRM; SCM; Transaction Processing; Artificial Intelligence technologies in business: neural networks, fuzzy logic, virtual reality; Executive information systems

5

MODULE FIVE

12 HOURS

E-commerce: Introduction, Comparison between Traditional commerce and E-commerce, Advantages & disadvantages of E-commerce, Buying & Selling on Internet, Issues in Implementing Electronic Commerce. Applications of Information Technology: Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Materials Management.

Introduction to ERP Systems: Review of DBMS and Transaction processing concepts, Business Processes and integration across functions, Salient features of ERP systems offered by leading vendors, prerequisites and process of implementation.

6

MODULE SIX

16 HOURS

Introduction to OS and Office Software: Use of MS-Office, Basics of MS-Word, MS-Excel and MS-PowerPoint; Application of these software for documentation and making reports, Preparation of questionnaires, Presentations, Tables and reports (Practical)

Database Management Systems: Overview of DBMS; Components of DBMS, Recent trends in database, RDBMS; MS Access: Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access

Internet Basics, Basic ways of connecting to the internet, Internet Protocol, IP Address, Working with Google Services: Docs, Spreadsheet, presenter, sites etc; Introduction to Oracle or MySQL

5. PEDAGOGY

Irrespective of where an individual is involved in the chain of statistical information, there is a necessity for a rudimentary understanding of the concepts of information technology. Towards this end, case studies will be extracted from Newspapers and Magazines regarding daily life and explored. These case studies will be in addition to the actual teaching hours expended in imparting technology for Management theory.

6. TEACHING AND LEARNING RESOURCES

- a) www.socr.ucla.edu/
- b) www.ats.ucla.edu/stat/seminars/statteach/sites.htm
- c) www.onlinestatbook.com/2/chi_square/Chi_Square.html
- d) www.statsci.org/teaching.html

7. RECOMMENDED READINGS

ESSENTIAL READINGS

1. Kenneth C. Laudon and Jane P. Laudon, "Information Systems", Pearson Publication.2013. Dorling Kindersley (India) Pvt. Ltd.
2. O'Brien, Management, Info Systems, Tata McGrawhill, Latest
3. Giridhar Joshi, Management Information Systems, Oxford University Press, 2013.

REFERENCES

1. Sudalaimuthu & Hariharan, Information Technology for Managers, Himalaya publications.
2. D.Monley & CS Parker, Understanding Computers Today & Tomorrow, Cengage/Thomson
3. ITL Education Solutions Ltd, Introduction to Computer Science, Pearson
4. D.P. Nagpal, Computer Fundamentals. S. Chand Publishers. 2013
5. Jaiswal & Mital, MIS, Oxford University Press, Latest edition.
6. Raju Chopra, Database Management Systems, S.Chand.

2.2 MANAGERIAL RESEARCH METHODS

1. GENERAL INFORMATION

Credits	4
Hours per week	4

2. PERSPECTIVE OF THE COURSE

This course is designed to help students undertake a research project and guide students through the entire research process. Business and management research involves undertaking systematic research to find out decision outcomes. It is trans-disciplinary, and engages with both theory and practice. The present paper intends to provide comprehensive knowledge & skills about the research methods that are employed to investigate problems in business. The paper discusses various steps in business research and introduces the concepts, tools and techniques that are used at each of these steps thereby, honing the research skills of future managers.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To instill a comprehensive and step-wise understanding of the research process with a balanced blend of theory and applicative technique.
- To familiarize students with the types of management problems of organizations.
- To facilitate them develop insights about basic concepts of research designs and methodology aimed at solving business problems.

OUTCOMES

- Students can be an asset to the organization by transforming into well equipped and scientifically skilled research professionals and managers by conducting research in every aspect of decision making in the organization.

4. COURSE CONTENT AND STRUCTURE

1

MODULE ONE: INTRODUCTION TO MANAGEMENT RESEARCH

6 HOURS

Definition, Nature and role of Management Research, Types of Research based on Purpose, Process, Outcome, Nature, Action and Logic, Research concepts, constructs, propositions and hypotheses, Features of a good Research Study, Research Process, and Ethical issues.

2

MODULE TWO: RESEARCH PROBLEM, RESEARCH HYPOTHESIS AND RESEARCH DESIGN

12 HOURS

Identification and Selection of the Problem, Definition and Statement of the Problem, Evaluation of the Problem, Criteria and sources for identifying the problem, process of defining the problem.

Nature, Definition and Characteristics of Good Hypothesis, types of hypothesis. Formulation and testing of hypothesis

The Design of Research, Meaning, Need, dimensions and process, types of research design

3

MODULE THREE: DATA COLLECTION AND MEASUREMENT CONCEPTS

10 HOURS

Scales of Measurement, Classification of Scales - Single Item v/s Multi Item Scales, Comparative v/s Non-Comparative scales, Continuous Rating Scales; Criteria for Good Measurement

Criteria for Questionnaire Designing; Types of Questionnaire; Questionnaire Design Procedure, Pilot test, validity and reliability of Questionnaire, Cronbachs alpha, interview schedule

Primary Data Collection, Classification of Survey methods, Evaluation Criteria for Survey Methods; Observation Techniques, Classification of Observation Methods, Advantages and Limitations of Observation Techniques

Secondary Data Collection, Classification of Secondary Data Sources, Evaluation of Secondary Data, Roadmap to use Secondary Data, Benefits and Drawbacks of Secondary data

Qualitative methods, Methods, Focus Group Method, Personal Interview Method and Projective Techniques

4

MODULE FOUR: SAMPLING AND DATA PREPARATION

10 HOURS

Sampling, Concept of Sample and Target Population, Sample frame, Sample unit and sample size, Characteristics of a Good Sample, Sampling Design Process; Probability and Non Probability Sampling Design, Sampling v/s Non-Sampling Error; Determination of Sample Size.

Data Preparation, Field Validation, Data editing, Coding, Content Analysis, Classification and Tabulation of Data.

5

MODULE FIVE : DATA ANALYSIS

10 HOURS

Basic data analysis: Descriptive Statistics, Univariate and Bivariate Statistical Analysis (concepts), Parametric & Non-Parametric Tests; Null & Alternative Hypothesis, Error in Testing of Hypothesis, Critical Region, Degrees of Freedom, One Tailed & Two Tailed Tests, Standard Error; Procedure for Testing of Hypothesis. Parametric test, Non parametric test and Factor Analysis: Conditions for applicability, practical applicability, Implementation and statistical Inference of the above test .

6

MODULE SIX: RESEARCH REPORT WRITING

8 HOURS

Types of Research Report, Report Structure, Report Writing: Report Formulation, Guidelines for effective Documentation and visual representation (Graphs) and Research Briefing –Oral Presentation.

5. PEDAGOGY

Extensive exercises and activities, role playing, field work, Live Research, Use of statistical software and Case studies to see the linkages between the chapters and to provide enhanced insight to comprehend the research methodologies illustrated in each chapter.

6. TEACHING AND LEARNING RESOURCES

- a) www.cmie.com/database
- b) www.indiastat.com
- c) www.hindu.com
- d) www.economictimes.com
- e) www.indianresearchjournals.com
- f) Journal of Business Research
- g) International Business & Economics Research Journal

7. RECOMMENDED READINGS

ESSENTIAL READINGS

1. Deepak Chawla, NeenaSondhi, “Research Methodology concepts and Cases”, Vikas Publishing House Pvt Ltd
2. William Zikmund, Barry Babin, Jon Carr, Mitch Griffin, “Business Research Methods”, Cengage Learning.
3. Naval Bajpai, “Business Research Methods”, Pearson Education

REFERENCES

- 1 Donald R Cooper, Pamela S Schindler, JK Sharma, “ Business Research Methods”, McGraw Hill
- 2 R. Panneerselvam, “Research Methodology”, Prentice hall
- 3 SL Gupta, “Research Methodology”, International Book House Pvt Ltd
- 4 Alan Bryman, Emma Bell, “Business Research Methods”, Oxford University Press.
- 5 Naresh K Malhotra and Satyabhushan Dash, “Marketing Research”, Pearson Education

2.3 ENTREPRENEURSHIP AND ETHICS

1. GENERAL INFORMATION

Credits	4
Hours per week	4

2. PERSPECTIVE OF THE COURSE

The entrepreneur who implements 'new combinations of means of production' plays a crucial role in disturbing the status quo through innovation — or 'creative destruction' — and thereby becomes an agent of change. As such, the 'dynamic equilibrium' achieved by a constantly innovating entrepreneur could generate the conditions for increasing opportunities for employment among other things. It is in the creation of more wealth, and in the constant innovation from prevailing to the next best practices, that the significance and importance of Entrepreneurship lies.

Entrepreneurship has been 'embedded in the Indian genius and is a part of its tradition'. Renowned economist, T.N. Srinivasan says, 'India has been an entrepreneurial society...we had the entrepreneurial skill but suppressed it for too long a time... and now it is thriving.'

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To inculcate the spirit and perspective of entrepreneurship among students
- To make the students job creators instead of job seekers.
- To enable the students to critically examine ethical dilemmas in entrepreneurship

OUTCOMES

- At the end of the course, the students would be aware of alternative to jobs and employment which will make them job providers in an ethical manner.

4. COURSE CONTENT AND STRUCTURE

1

MODULE ONE: ENTREPRENEURSHIP IN THE NEW MILLENNIUM

8 HOURS

Concepts of entrepreneur and entrepreneurship, Importance and Characteristics of entrepreneurs, Types of entrepreneurs, Benefits and potential risks of entrepreneurship, Myths of Entrepreneurship, Factors affecting growth of Entrepreneurship in India, Role of Entrepreneurship in Economic Development

2

MODULE TWO: OPPORTUNITY ASSESSMENT

10 HOURS

Opportunity Identification and Selection, Environmental dynamics and changes, Business Opportunities in emerging environment, challenges of new venture start-ups, Pit falls in selecting new ventures, Critical factors for new venture development, Why new ventures fail, Sources of Finance for New Venture.

3

MODULE THREE: FEASIBILITY ANALYSIS AND CRAFTING BUSINESS PLAN

12 HOURS

Feasibility analysis of Industry, Market , Product or service and Finance ; Business plan – Meaning, Significance, contents, formulation and presentation of Business Plan, Common errors in Business Plan formulation.

4

MODULE FOUR: LEGAL FORMS OF ENTREPRENEURIAL ORGANIZATIONS

6 HOURS

Identifying legal structures, Selection of an appropriate legal structure, Sole proprietorships, Partnerships, Companies, Companies under section 25, Franchising, Legal environment – patents, copyrights, trademarks.

5

MODULE FIVE: SOCIAL ENTREPRENEURSHIP

8 HOURS

Introduction, Meaning, Perspective of social entrepreneurship, Social entrepreneurship in practice, Boundaries of Social entrepreneurship, Few experiments.

6

MODULE SIX: ETHICS AND ENTREPRENEURSHIP

12 HOURS

Meaning and Need for business ethics, Arguments for and against Business ethics, Ethics and laws, Establishing strategy for ethical responsibility, Approaches to managerial ethics, Ethics and Business decisions, Frame work for ethical decision making, CSR, Environmental awareness, Ethical leadership by entrepreneurs, Corporate citizenship.

5. RECOMMENDED READINGS

ESSENTIAL READINGS

1. Kanaka SS- Entrepreneurial development, S Chand -Fourth edition.
2. Robert D. Hisrich and Michael P. Peters, 'Entrepreneurship '. McGraw – Hill
3. Poornima.M.Charantimath, Entrepreneurship Development Small Business Enterprises, Pearson Education
4. Hartman, Laura.P, Perspectives in Business Ethics, McGraw Hill.

REFERENCES

1. Thomas .W.Zimmerer&Norman.M.Scarborough, Essentials of Entrepreneurship and Small Business Management, PHI
2. Jeffrey .A.Timmons& Stephen spinelli, New Venture Creation, Entrepreneurship for the 21st Century, Tata McGraw Hill.
3. Dr.ArunaKaulgud, Entrepreneurship Management, Thomson.
4. Mandal.S.K, Ethics in Business and Corporate Governance, Tata McGraw Hill.
5. Vasant Desai , 'Dynamics of Entrepreneurial Development and Management' Himalaya Publishers
6. RashmiBansal, Take me Home, Westland Ltd, 2014

2.4 HUMAN CAPITAL MANAGEMENT

1. GENERAL INFORMATION

Credits	4
Hours per week	4

2. PERSPECTIVE OF THE COURSE

Personnel of yester years have become human resources in the recent years. This will emerge as human capital in the coming years. Organizations need to address these paradigm shifts. The managers in these organizations would be change agents in this regard. Hence, students pursuing management courses have to facilitate this. Their understanding of not only basics but the shifts in philosophy and focus would go a long way in leveraging the changes occurring in the wider environment. This course addresses such felt needs.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To enlighten the students on the principles and practices of HR as a capital factor
- To introduce the entire gamut of scope of HR
- To capture the changing landscape of HR

OUTCOMES

- The students must be in a position to address the challenges of organizational management through and with human resources. Thereby, the manager would become harbinger of change management.

4. COURSE CONTENT AND STRUCTURE

- | | |
|---|---|
| 1 | MODULE ONE: ESSENTIALS OF HCM 8 HOURS
Nature of HRM, Scope, functions and importance of HRM, Evolution of HRM, Difference with HRD, Contemporary issues and practices in HRM, Changing concept of HRM in India and in the globe. |
| 2 | MODULE TWO: HUMAN CAPITAL PLANNING AND EMPLOYEE HIRING 8 HOURS
Nature of job Analysis, job design, Job evaluation, Human resource planning, Demand forecasting, HR supply forecasting, Need for and factors influencing HRP, Career planning, Promotion, transfer, demotion and separation; Employee hiring- Nature of Recruitment, Sources of recruitment-internal and external, Employee selection, process of employee selection, New recruitment practices Job portals, employee reference, campus recruitment etc. |
| 3 | MODULE THREE: HR DEVELOPMENT 10 HOURS
Nature and importance of Training, Methods of training, TNA, Nature of HRD program, Methods of management development and Executive development programs, Development beyond training, Contemporary HRD practices |
| 4 | MODULE FOUR: PERFORMANCE MANAGEMENT SYSTEM 8 HOURS
Nature and Importance of performance appraisal and PMS, Methods and models, Difference with Performance Appraisal, Future of performance management system. |

5

MODULE FIVE: COMPENSATION MANAGEMENT AND EMPLOYEE RELATIONS 12 HOURS

Introduction to compensation management, Components of employee and executive compensation, Factors affecting employee compensation, Employee incentive schemes, and Recent trends in compensations management.

Nature of employee relation, Industrial relations, Resolution of industrial disputes, Employee grievance, Trade union and their relevance.

6

MODULE SIX: STRATEGIC HRM 10 HOURS

Introduction, characteristics and scope of SHRM, SHRM Vs Conventional HRM, Barriers to strategic HRM, Linking HR strategy with business strategy, SHRM and business performance.

5. PEDAGOGY

The syllabus, which builds upon theory and concepts, takes the students through examples from corporate in various countries. This will give students an insight in to a more logical and pragmatic manner. The students can apply these concepts at appropriate situations.

6. TEACHING AND LEARNING RESOURCES

- a) www.hreonline.com
- b) www.successinhr.com
- c) www.managementhelp.org/humanresources/
- d) www.hr.com
- e) www.human-resources.org
- f) www.hrmguide.net
- g) www.hronline.com
- h) www.humancapitalonline.com
- i) www.humanresources.about.com
- j) www.iaeme.com/ijmhrm.asp
- k) www.sagepub.in/journals
- l) www.iupindia.in/Human_Resource_Management_Review.asp
- m) The Human Resource Management Review
- n) The International Journal of Human Resource Management

- o) Human resource development quarterly
- p) International Journal of Human Resource Development and Management (IJHRDM)
- q) International Journal of Marketing & Human Resource Management (IJMHRM)
- r) Journal of Strategic Human Resource Management
- s) South Asian Journal of Human Resources Management
- t) Human Resource Management Journal
- u) Asia Pacific Journal of Human Resources

7. RECOMMENDED READINGS

ESSENTIAL READINGS

1. Gary Dessler and Biju Varkkey (2013), Human Resource Management, Person Publication, 12th Edition.
2. P. Jyothi and D.N Venkatesh (2013), Human Resource Management. Oxford Publication. 2nd Edition.
3. Biswajeet Pattanayak (2014), "Human Resource Management", PHI Publications, 4th Edition.
4. V.S.P. Rao and C.B. Mamoria (2012), "Personal Management (Text and Cases)", Himalaya Publications, Thirtieth Edition.

REFERENCES

1. A.M Sheikh, Human Resource development and Management, 3rd Revised edition, S Chand publication
2. Snell and Bohlander, Human Resource Management, South-Western Cengage Learning. Indian Edition.
3. Uday Kumar Haldar and Juthika Sankar, Human Resource Management. Oxford Higher Education, 2012
4. Seema Sanghi, Human Resource Management, Vikas Publications, 2014
5. Sharou Pande and Swapnaleka Basak, Human Resource Management, Pearson Education, 2012
6. K. Aswathappa, Human Resource Management, McGraw Hill Education 7th edition, 2013)
7. D Gopalakrishna, Case incidents in Human resource Management, IK International Publishers, 2014

2.7 INNOVATION MANAGEMENT

1. GENERAL INFORMATION

Credits	2
Hours per week	2

2. PERSPECTIVE OF THE COURSE

India is increasingly becoming a top global innovator for high-tech products and services. Still, the country is underperforming, relative to its innovation potential—with direct implications for long-term industrial competitiveness and economic growth. About 90 percent of Indian workers are employed in the informal sector, and this sector is often characterized by underemployment, as well as low-productivity and low-skill activities. Although India has the benefit of a dynamic young population—with more than half of the country's population under 25 years old—only 17 percent of people in their mid-20s and older have a secondary education. To sustain rapid growth and help alleviate poverty, India needs to aggressively harness its innovation potential, relying on innovation-led, rapid, and inclusive growth to achieve economic and social transformation.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES:

- To apprise on value of innovation
- To impart skills of innovation
- To enable students think and act on innovation

OUTCOMES:

- Conceptual and application clarity on innovation.

4. COURSE CONTENT AND STRUCTURE

- | | | |
|----------|--|----------------|
| 1 | MODULE ONE: EXPLORING INNOVATIONS | 8 HOURS |
| | Concept of innovation, historic retrospective, typology of innovations, innovation process, Macroeconomic view of innovation approaches to innovations, Assumptions and barriers to innovations, Innovation sources, i.e. science and R&D, technology transfer, push and pull approaches. Processes used to explore innovations along the technology, market and strategy dimensions as the innovation moves from idea to market | |
| 2 | MODULE TWO: APPLICATION OF INNOVATION | 8 HOURS |
| | Organizational aspects of innovation, Soft methods and techniques of innovation management, Creative approaches, Systemic and analytical methods and techniques of innovation management, Economic aspects of innovations encompassing sources of innovation financing | |
| 3 | MODULE THREE: MARKETING INNOVATION PRODUCTS | 5 HOURS |
| | Strategic considerations on innovations, innovation platforms that incorporate new product development, process innovations, service innovation, service design innovation, multiple product options, portfolios and standards | |
| 4 | MODULE FOUR: EVALUATION OF INNOVATION | 5 HOURS |
| | Effectiveness evaluation, integration of risks, factors influencing economic effectiveness, Post implementation analysis of innovation projects, Intellectual property of innovations, legal aspects of innovations | |
| 5 | MODULE FIVE : INNOVATION IN REALITY | 4 HOURS |
| | Mindset, lateral thinking, out of box approach, creativity, innovation for problem solving | |

5. TEACHING AND LEARNING RESOURCES

- a) www.iciindia.com
- b) www.johnstark.com
- c) www.shell.com/Innovation
- d) www.jugaadtoinnovation.com
- e) www.super30.org
- f) Harvard Business Review
- g) Journal of Product Innovation & Management
- h) Journal of Business Strategies
- i) Journal of Business Venturing

6. RECOMMENDED READINGS

ESSENTIAL READINGS

1. CK Prahalad and MK Krishnan : The new age of innovation, McGraw Hill
2. Paul Traut: Innovation Management and New product Development ,Pearson
3. Khandwalla: Corporate Creativity, McGraw hill

REFERENCES

1. Mauborgne, René, Blue Ocean Strategy, Boston, Harvard Business School Press, 2005.
2. Snyder, Duarte, Unleashing Innovation, How Whirlpool Transformed an Industry, Jossey-Bass, 2008
3. Mass, Harvard Business School Press, 2006
4. Fraser, Heather, Design Works; Toronto: University of Toronto Press, 2012
5. Govindarajan, Vijay & Trimble, Chris, 10 Rules for Strategic Innovators; Boston: Harvard Business School Press, 2005
6. Govindarajan, Vijay & Trimble, Chris, Reverse Innovation; Boston: Harvard Business School Press, 2012
7. Hamel, Gary, The Future of Management; Boston: Harvard Business School Press, 2007

**MASTER OF BUSINESS ADMINISTRATION [DAY]
UNDER
CHOICE BASED CREDIT SYSTEM (CBCS)
(2014 - 2015 ONWARDS)**

COURSE CONTENT OF THIRD SEMESTER

**CANARA BANK SCHOOL OF MANAGEMENT STUDIES,
BANGALORE UNIVERSITY, BANGALORE**

3.1 STRATEGIC MANAGEMENT AND CORPORATE GOVERNANCE

1. GENERAL INFORMATION

No. of Credits per week	4
No. of Hours per week	4

2. PERSPECTIVE OF THE COURSE

In today's economy, strategy plays an important role in gaining and sustaining a competitive advantage, which has become harder than ever. The syllabus captures the complexity of the current business environment and delivers the latest skills and strategic process adopted by companies, which will help students develop strategic prowess.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To enlighten the students with the concepts and practical applications of Strategic Management and Corporate Governance.
- To instill a comprehensive and step-wise understanding of the principles of strategy formulation and competitive analysis

OUTCOMES

- This course will equip the students with required skills of managerial decisions and actions.
- This will enable students to transfer conceptual learning to strategic application in their professional lives.

4. COURSE CONTENT AND STRUCTURE

1	MODULE 1: STRATEGY AND PROCESS	4 HOURS
	Historical perspective of Strategic management, Conceptual framework for strategic management, the Concept of Strategy and Strategy Formation Process – Stakeholders in business –Vision, Mission and Purpose – Business definition, Objectives and Goals. The SM model	

2	MODULE 2: COMPETITIVE ADVANTAGE	12 HOURS
<p>External Environment – PESTEL Analysis, SWOT Analysis, Porter’s Five Forces Model ,The Competitive Profile Matrix (CPM) ,Globalization and Industry Structure – Resources, Capabilities and competencies – Value Chain Analysis – Core competencies, generic building blocks of Competitive Advantage- Distinctive Competencies - Avoiding failures and sustaining competitive advantage</p>		
3	MODULE 3: THE STRATEGIC ALTERNATIVES	12 HOURS
<p>Corporate Level Strategies – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy: Cost, Differentiation, and Focus Strategies- Strategy in the Global Environment - Corporate Strategy - Vertical Integration - Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice – Environmental Threat and Opportunity Profile (ETOP) – Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis – GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – BCG Matrix - Balance Score Card, Internal Factor Evaluation (IFV) Matrix</p>		
4	MODULE 4: STRATEGY IMPLEMENTATION & EVALUATION	8 HOURS
<p>The implementation process, Resource allocation, designing organizational structure - Designing Strategic Control Systems - Matching structure and control to strategy - Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control.</p>		
5	MODULE 5: CURRENT STRATEGIC ISSUES	10 HOURS
<p>Managing Technology and Innovation- Blue Ocean Strategy, managing in an economic crisis, new directions in strategic thinking, Strategic issues for Non Profit organizations, Small Scale Industries, New Business Models and strategies for Internet Economy.</p>		
6	MODULE 6: CORPORATE GOVERNANCE	10 HOURS
<p>Defining Corporate Governance, Exploring Corporate Governance and the Relationships between Internal and External Stakeholders, The organization’s Responsibility and Accountability to Its shareholders, The Organization’s Accountability to Its Board of</p>		

Directors, Role and Responsibilities of the Board, Integrity and Ethical Behavior: Disclosure and Transparency. Development and critical appraisal of corporate governance in India.

5. PEDAGOGY

Conceptual explanation in detail in the class room sessions and relevant cases will give students a better perspective. Live projects should be the part of curriculum compulsorily.

6. TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. Fred.R.David, Strategic Management and cases, PHI Learning,
2. Charles W.L.Hill& Gareth R.Jones, Strategic Management Theory, An Integrated approach, ceengage learning
3. Robert. G. Grant, Strategic Management
4. Thomas L. Wheelen, J.David Hunger and KrishRangarajan, Strategic Management and Business policy, Pearson Education.
5. AzharKazmi, Strategic Management & Business Policy, Tata McGraw Hill

REFERENCES

1. Gregory Dess and G.T. Lumpkin: Strategic Management Creating Competitive Advantage, TMH,
2. UpendraHachru , Strategic Management concepts & cases , Excel Books
3. AdriauiHAberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press.
4. Anthony E Henry: Strategic Management ,oxford publication
5. Harvard Business Review, Business Policy – part I & II, Harvard Business School.
6. NitishSen Gupta and JS Chandan :Strategic Management ,Vikas Publication
7. Mason A Carpenter, WM Gerard Sanders and PrashanthSalwan:Strategic Management ,Pearson
8. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2nd edition, 2007

Online Resources

1. <http://ocw.mit.edu/courses/sloan-school-of-management/15-902-strategic-management-i-fall-2006/lecture-notes/>

2. http://catalog.flatworldknowledge.com/bookhub/reader/3085?e=ketchen_1.0-ch08_s05#ketchen_1.0-ch01_s01
3. <http://2012books.lardbucket.org/books/strategic-management-evaluation-and-execution/index.html>
4. <http://www.strategicmanagementinsight.com/>

3.2 PROJECTS AND OPERATIONS MANAGEMENT

1. GENERAL INFORMATION

No. of Credits per week | 4

No. of Hours per week | 4

2. PERSPECTIVE OF THE COURSE

Operations Management deals with understanding and integrating business processes within and between organizations. Students will look at the designs, management and improvement of processes, systems and networks for use within and between organizations.

The Operations Management course will introduce the student to basic business ideas and their implementations. The business manager manages both the operation they are managing and the Project Manager with his/her project. They must take responsibility for all products or services that are delivered. They must ensure that it is in line with quality standards. The way in which Production and Operations are managed is directly linked to the success of a business or organization.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To impart the concepts, tools and techniques of project management
- To gain clear understanding of Operations Management
- To gain a perspective on quality improvement and cost reduction

OUTCOMES

- At the end of the courses, the students must have better insight in to project and operations management.

4. COURSE CONTENT AND STRUCTURE

1

MODULE 108 Hours

Definition of Project, Programme and Portfolio Management, Difference between Project and Operations Management, Ten subsystems and brief introduction to all sub

systems: Integration Management, Scope Management, Time Management, Cost Management, Procurement Management, Risk Management, Stakeholders Management and Communication Management.

2

MODULE 2 10 Hours

Introduction to project life cycle, Introduction to PERT/CPM & Problems and Cases, Resource Leveling, Scheduling with limited Resources

Work Breakdown Structure (WBS), WBS through MS Project, Arranging activities as per precedence, Network Planning, Resource Planning, Review and Monitoring, Project team Management i.e. forming, storming, norming, performing and adjourning. QFD in Project Management, Introduction to scheduling tool like “Project Libre”.

3

MODULE 3 10 Hours

Budgeting and Costing, Concept of Earned Value, Concept of Cost Performance Index, Forecasting Cost at the end of Project completion

Risk Management, Concept of Risk Management and identification of Risk, Quantification of Risk and Problems in Project Management through Risk analysis

4

MODULE 4 10 Hours

Nature and Scope of Production and operations Management, its relationship with other Systems in Organizations, Functions of Production and material management, Types of production Systems. Forecasting as a planning tool, Forecasting types and methods, Exponential smoothing, Measurement of errors, Monitoring and Controlling forecasting models, Box-Jenkins Method. Facility Planning: Facilities location decisions, factors affecting facility location decisions and their relative importance for different types of facilities.

Facility layout planning: Layout and its objectives for manufacturing operations, principles, types of plant layouts – product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes. Introduction to Lean operations and elimination of 7 wastes (Mudas)

5

MODULE 5 10 Hours

Quality management: Introduction; Quality characteristics of goods and services; Tools and techniques for quality improvement: check sheets, histogram, scatter diagram, cause and effect diagram, Pareto chart, process diagram, statistical process control charts; Quality assurance; Total quality management (TQM) model; Service quality, concept of Six Sigma and its application. Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction – 7QC tools and 7 new QC tools, Introduction to the current ISO 9000 and QS 9000.

6

MODULE 6 08 Hours

Meaning of Productivity and different types of productivity like productivity in R&D, HR, Materials, Finance, Planning and Control in Mass Production, Job type

Materials Management: Role of Materials Management – materials and profitability, Purchase functions, Procurement procedures including bid systems, Vendor selection and development, Vendor rating, ethics in purchasing. Roles and responsibilities of Purchase Professionals. Concepts of lead time, purchase requisition, purchase order, amendments, forms used and records maintained.

Inventory Management: Concepts of inventory, types, Classification, selective inventory management, ABC, VED and FSN analysis. Inventory costs, Inventory models – EOQ, safety stocks, Re order point, Quantity discounts.

5. PEDAGOGY

Emphasis have to be given on class room reaching, practices like problem solving should be the part of explanation and compulsory mini project assignments to be given to enhance the students understanding of the subject.

6. TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. Mahadevan B, "Production and Operations Management", Pearson Education India, 2010
2. J.P Saxena, "Production and Operations Management", Tata Mcgraw-Hill Education Pvt Ltd

3. Ajay K.Garg, "Production and Operations Management", Tata McGraw-Hill Education Pvt Ltd
4. Norman Gaither and Greg Frazier, "Operations Management", South – Western College Pub.1999
5. Clifford Gray and Larson, "Project Management", MC Graw-Hill/Irwin,2008
6. Project Management Institute, "Project Management Body of Knowledge", Project Management Institute Inc, 2013

REFERENCES

1. Martand T. Telsang, "Production Management", S Chand & Company Pvt Ltd
2. MartandTelsang, "Industrial Engineering Production Management",
3. S Chand & Company Pvt Ltd
4. Richard B. Chase, Ravi Shankar, F.Robert Jacobs, Nicholas J Aquilano, "Operations & Supply Management", Tata McGraw-Hill Education Pvt Ltd

JOURNALS

1. International Journal of Operations and Production Management
2. Journal of Operations Management
3. PMI Journals

WEB RESOURCE

1. www.emeraldgrouppublishing.com
2. www.journalsevier.com
3. www.poms.org

ELECTIVE SUBJECTS	
3.3	FINANCE 3.3.1 INDIAN FINANCIAL SYSTEM 3.3.2 CORPORATE TAX PLANNING AND MANAGEMENT 3.3.3 CORPORATE VALUATION AND RESTRUCTURING

3.3.1 INDIAN FINANCIAL SYSTEM

1. GENERAL INFORMATION

No. of Credits per week	4
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No. of Hours per week	4
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2. PERSPECTIVE OF THE COURSE

A finance professional needs knowledge of financial management practices within the organization, and financial systems which influence the organization from outside. The financial system comprises of financial institutions, financial markets, financial instruments, financial products and services. A thorough understanding of all these components will equip a finance manager to make better and informed decisions. Hence, the course on “Indian Financial System” which orients the learner all the external forces influencing financial and strategic decisions of a business enterprise is introduced.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To provide an insight into the functioning of Indian financial system.
- To make students understand the various components of the financial system, the inter-relationship among different components and the impact on business enterprise

OUTCOMES

At the end of the course, student will learn -

- The framework of Indian Financial System.
- The various financial institutions that have impact and influence on business organizations and their functioning.
- The financial markets and their mechanism, with special emphasis on Stock

Exchanges.

- Various financial services available for a business enterprise

4. COURSE CONTENT AND STRUCTURE

1	MODULE 1: OVERVIEW OF FINANCIAL SYSTEM	6 HOURS
	Indian Financial System – Features, Constituents of Financial System – Financial Institutions, Financial Services, Financial Markets and Financial Instruments. Overview of Global Financial System	
2	MODULE 2: FINANCIAL INSTITUTIONS	12 HOURS
	Meaning of Financial Institutions, Special Characteristics, Broad Categories – Money Market Institutions and Capital Market Institutions. Industrial Finance Corporation of India, Industrial Development Bank of India, State Financial Corporations, Industrial Credit and Investment Corporation of India, EXIM Bank of India, , National Small Industrial Development Corporation, National Industrial Development Corporation, Life Insurance Corporation of India, Unit Trust of India	
3	MODULE 3: NON-BANKING FINANCIAL INSTITUTIONS	8 HOURS
	Meaning, Registration, Principal Business of NBFCs, Structure, Supervision, RBI Measures for NBFCs, Other Measures.	
4	MODULE 4: FINANCIAL SERVICES	12 HOURS
	Concept, Objectives / Functions, Characteristics, Financial Services – Concept, Classification, Regulatory Framework. Merchant Banking, Mutual Funds, Leasing, Credit Rating.	
5	MODULE 5: FINANCIAL MARKETS	12 HOURS
	Meaning and definition, Role and Functions of financial markets, constituents of Financial Markets, Money Market and instruments, Capital Markets and Instruments.	

6

MODULE 6: STOCK EXCHANGE

6 HOURS

Meaning and definition, Role and Functions, Regulatory Framework of Stock Exchange, Profile of Indian Stock Exchanges, Listing, Trading

5. PEDAGOGY

- a) Lectures.
- b) Demonstrations using Excel
- c) Practical Exercises – Individual and Group
- d) Case Studies.

TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. Guruswamy, S, "Indian Financial System", McGraw Hill Companies
2. L.M. Bhole, "Financial Institutions & Markets, Tata McGraw Hill, New Delhi.
3. Khan, M.Y, "Indian Financial System", The McGraw Hill Companies.
4. Sharma, Meera, "Management of Financial Institutions", Eastern Economy Edition.
5. Bhole and Mahakud, "Financial Institutions and Markets – Structure, Growth and Innovations", The McGraw Hill Companies.
6. Guruswamy, S, "Financial Services and System", McGraw Hill Companies
7. Edminister. R.O, Financial Institutions, Markets & Management, McGraw Hill, New York, 1986.
8. Karkal G.C, Unorganised money markets in India, Lalwani, Bombay.
9. Khan. M.Y, Indian Financial System, Vikas
10. H.R Machiraju, Indian Financial System, Vikas Pub. House.
11. E.Gorden & K. Nataraj, Financial Markets and Services, Himalaya Publishing house

REFERENCES

1. ICWA, Financial Services, ICAI, Publication.
2. G.S. Patel, Capital Market, Functioning and Trends, ICAI Publication.
3. J.N. Dhonkar, A Treatise on Merchant Banking, Skylark Pub. Delhi.
4. Vindo Kothari, Leasing, Hirepurchase and Consumer Credit, Wadhwa and Company.
5. SEBI Guidelines issued from time to time.
6. K. Sriram, Handbook of Leasing, Hire Purchasing and Factor, ICAI Publications.
7. Gledstone, Venture Capital Investing, NY, Prentice Hall.
8. Smith P.F., Money and Financial Intermediation, The Theory and Structure of Financial Systems, Prentice Hall, New Jersey.

3.3.2 CORPORATE TAX PLANNING AND MANAGEMENT

1. GENERAL INFORMATION

No. of Credits per week	4
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No. of Hours per week	4
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2. PERSPECTIVE OF THE COURSE

External environment, especially political and legal environment, has a huge impact and influence on conducting business. One among the factors which has a big impact on both the business enterprise and economy is the element of taxation. Unless a finance manager can analyze and think from tax perspective, no decision is complete and accurate. It is highly essential to understand the various taxes that have an impact on business, procedures to be followed and adopted for meeting tax regulatory requirements, and the system that governs them. Hence, this paper “Corporate Tax Planning and Management” is introduced to orient a prospective finance manager regarding the tax matters that influences business and train him on making decisions considering such influence.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To impart students with knowledge on tax, types of tax and their modalities.
- To give insight on the taxes influencing a corporate entity – both direct and indirect.
- To orient the students on the procedures and formalities to be adhered, with regard to tax matters.

OUTCOMES

- The meaning of taxes, types of tax and the differences between them.
- The taxonomy of taxation in India.
- Computation of income tax liability of a corporate entity and the strategies for legally reducing tax burden.
- The various indirect taxes levied by Union Government on corporate entities, the extent of liability and procedural formalities in respect of each of the taxes.

4. COURSE CONTENT AND STRUCTURE

- | | |
|----------|--|
| 1 | MODULE 1: ASSESSMENT OF CORPORATE ASSESSES 18 HOURS |
| | Types of Companies, Residential Status and Incidence of Tax for companies, computation of taxable income and tax liability according to Income Tax Provisions, Book Profits, Minimum Alternate Tax under section 115JB, Tax Credit under MAT, Dividend Distribution Tax u/s 115-O. |
| 2 | MODULE 2: TAX PLANNING AND MANAGEMENT 8 HOURS |
| | Tax Planning, Tax Avoidance and Tax Evasions – Meaning and differences. Objectives and Types of Tax Planning, Areas of Tax Planning – Location of Business, Nature of Business, Form of Ownership, Specific Management Decisions – Capital Structure Decisions, Own or Lease an Asset, Make or Buy Decisions, Repair or Replace Decisions, Transfer Pricing. Tax Planning for Amalgamations. |
| 3 | MODULE 3: EXCISE DUTY 10 HOURS |
| | Meaning, Types, Features of Excise Duty, Sources of Excise Law, Chargeability of Excise Duty – conditions. Goods – classification. Taxable Event. Computation of Duty Payable – specific duty, Compounded Levy Scheme, Duty based on Capacity of Production, Duty based on Value – Tariff Value, Retail Sale Price, Transaction Value. Valuation of Excisable Goods. General procedures – Registration, Payment, Filing of Returns |
| 4 | MODULE 4: CUSTOMS DUTY 10 HOURS |
| | Import Procedures and Export Procedures. Meaning and Types, Features and Sources, Applicability, Chargeability of Customs Duty, Exceptions for levy of customs duty, Taxable Event, Valuation of imported and exported goods for levy of customs duty. Computation of Customs Duty Payable. General Procedures. |
| 5 | MODULE 5: SERVICE TAX 5 HOURS |
| | Meaning of Service – Declared Services and Specific Exclusions. Taxable Services – Negative List and Exempted Services. Taxable Value of Services - Abatements. Taxable Event. Rate of Service Tax – Special Cases. General Procedures – Registration, Payment, Filing of Returns, Assessment. |

6

MODULE 6: CENTRAL SALES TAX

5 HOURS

Meaning and Objects of Central Sales Tax Act, Terminology, Chargeability of Central Sales Tax – Exceptions, Rate of CST, Sale price and Taxable Turnover

5. PEDAGOGY

- a) Lectures.
- b) Demonstrations using Excel
- c) Practical Exercises – Individual and Group
- d) Case Studies.

6. TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. Singhania, Vinod, and Singhania, Kapil, “Direct Taxes – Law and Practice”, Taxmann.
2. Ahuja, Girish and Gupta, Ravi, “Direct Taxes – Law and Practice”, Bharat Publications.
3. Manoharan, T. N and Hari, G.R., “Direct Tax Laws”, Snow White Publications.
4. Sodhani, Vineet, “Indirect Taxes”, Taxmann Publications.
5. Hiregange, Jain and Nayak, “Student’s Handbook on Indirect Taxes”, Puliani and Puliani.

REFERENCES

1. Study material of the Institute of Chartered Accountants of India available at http://www.icai.org/post.html?post_id=10169 and http://www.icai.org/post.html?post_id=10172
2. www.finmin.ninc.in
3. www.incometaxindia.gov.in
4. www.cbec.gov.in

3.3.3 CORPORATE VALUATION AND RESTRUCTURING

1. GENERAL INFORMATION

No. of Credits per week	4
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No. of Hours per week	4
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2. PERSPECTIVE OF THE COURSE

The ultimate goal of any business enterprise is ‘wealth maximization’ or ‘value maximization’. A business enterprise must manage itself in order to achieve that goal. Such management is called ‘Value Based Management’. For making students understand the essence of valued based management, they must be oriented about valuation, value drivers and the strategies that can help in reaching the goal – both organic and inorganic. This course “Corporate Valuation and Restructuring” aims at orienting finance professionals about the essential components of value based management.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To provide knowledge on valuation of business enterprises.
- To make students understand the various models of value based management.
- To give insight on various forms of corporate restructuring.

OUTCOMES

- The basic concepts required for corporate valuation.
- The various methods of valuation.
- Valuation in special cases.
- Models of value based management.
- Strategies for ‘value maximization’ – corporate restructuring, with special focus on mergers and acquisitions.

4. COURSE CONTENT AND STRUCTURE

1	MODULE 1: BASICS OF BUSINESS VALUATION	8 Hours
	Introduction, Purpose of valuation, distinction between price and value, Principles and Techniques of Valuation, Role of Valuation, key areas of valuation, Concepts of value:- Market Value, Fair value, Book Value, Intrinsic value, Investment value, Liquidation value, Replacement value. Role of valuation in Business acquisition and Corporate finance, Valuation process.	
2	MODULE 2: VALUATION MODELS	10 Hours
	Approaches/Methods of valuation: Asset-Based Approach, Earnings Based Approach(Earnings-Capitalisation Method ,P/E Ratio), DCF Approach: Market value Based Approach, Market value Added Approach . Enterprise DCF Valuation: Two stage and three stage growth models, Relative Valuation –Direct Comparison and Peer group approach, ,Contingent claim valuation	
3	MODULE 3: ENTERPRISE VALUATION	8 Hours
	Valuation of firm in pieces : Valuation of Debentures, Valuation of Equity shares, Valuation of Preference shares. Equity DCF Model (Dividend Discount Model and FCFE Model),Adjusted Present Value (APV) Model, Economic Profit Model.	
4	MODULE 4: INTELLECTUAL CAPITAL VALUATION	6 Hours
	Components and Valuation of Intellectual capital: Market to book ratio. Tobin's Q, Analytical Approaches: Economic value added, Balanced Score card, Human Resource Accounting.	
5	MODULE 5: CORPORATE RESTRUCTURING	14 Hours
	Introduction and types of corporate Restructuring. Expansion: Amalgamation, Absorption, Tender offer, Asset acquisition and Joint venture. Contraction: Spinoff, Split ups, Equity carve out Divestiture, Asset sale. Corporate controls: Going private, Equity buyback, Leveraged Buyouts, Anti takeover defense.	

6

MODULE 6: VALUATION OF MERGERS & ACQUISITION

10 Hours

Concepts of Value in context of Mergers & Acquisitions. Approaches to valuation in case of M&A: DCF Approach, Selection of appropriate cost of capital for valuation, Process of selecting target companies, Forms of Consideration and terms of acquisitions, Implications of regulations for business combinations, Post merger integration process, Types of exit strategies and their implications, Shareholder Value Analysis, Exchange Ratio-Bases used for Computation

5. PEDAGOGY

- a) Lectures.
- b) Demonstrations using Excel
- c) Practical Exercises – Individual and Group
- d) Case Studies.

6. TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. Ravi M Kishore, "Strategic Financial Management", Taxman Publication
2. Bender, Ruth and Ward, Keith, "Corporate Financial Strategy", Butterworth Heinemann.
3. Damodaran, Aswath, "Damodaran on Valuation", John Wiley.
4. Damodaran, Aswath, "The Dark Side of Valuation", John Wiley.
5. Chandra, Prasanna, "Corporate Valuation and Value Creation", McGraw Hill.
6. Jakhotiya, G.P., "Strategic Financial Management", Vikas Publishing House Private Limited.
7. Allen, David, "Financial Decisions – A Guide to the Evaluation and Monitoring of Business Strategy", The Chartered Institute of Management Accountants, Kogan Page.
8. Hampton, John, "Financial Decision Making – Concepts, Problems and Cases", Prentice Hall of India.

REFERENCES

1. Penman, H Stephen, "Financial Statement Analysis and Security Valuation", Tata McGraw-Hill Publishing Company Limited.
2. Grinblatt, Mark and Titman, Sheridan, "Financial Markets and Corporate Strategy", Tata McGraw Hill.
3. Chandra, Prasanna, "Financial Management", Tata McGraw Hill Publishing Limited.
4. Hawawini, Gabriel and Viallet, Claude; "Finance for Non-finance Managers", South-Western CENGAGE Learning.
5. Weaver, Samuel and Weston, Fred; "Strategic Corporate Finance" South-Western CENGAGE Learning.
6. Allen, David, "An Introduction to Strategic Financial Management – The Key to Long Term Profitability", The Chartered Institute of Management Accountants, Kogan Page.
7. Vedpuriswar, A.V, "Strategic Financial Management – Achieving Sustainable Competitive Advantage", Vision Books.
8. Marshall, John and Bansal, Vipul, "Financial Engineering – A Complete Guide to Financial Innovation".
9. Copeland, Tom, Koller, Tim and Murrin, Jack, "Valuation – Measuring and Managing the Value of Companies", McKinsey Quarterly, Wiley Finance.

ELECTIVE SUBJECTS	
3.4	MARKETING
	3.4.1 RETAILING MANAGEMENT AND SERVICES
	3.4.2 CONSUMER BEHAVIOR
	3.4.3 RURAL AND AGRICULTURAL MARKETING

3.4.1 RETAILING MANAGEMENT AND SERVICES

1. GENERAL INFORMATION

No. of Credits per 4

No. of Hours per 4

2. PERSPECTIVE OF THE COURSE

Marketing of services has emerged as a distinct area over the last couple of decades. Service industry is a large employer and contributes substantially to the economy. Marketing of services needs additional skills and understanding. There is a need to understand marketing of services including retailing which is an emerging service industry.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To understand the services domain from a marketing perspective.
- To understand retailing as a business and have a comprehensive view of the marketing and store management functions in a retailing organization.

OUTCOMES

- At the end of the course, student must be able to understand the essential components of a service business and manage retailing.

4. COURSE CONTENT AND STRUCTURE

- | | | |
|----------|---|-----------------|
| 1 | MODULE 1:
Foundations of services marketing - The services concept- Service Industry –Nature of Services, Distinctive Characteristics of Services, Classification of Services – Importance of Services Marketing - The Growth in Services – Global & Indian Scenarios, Extended Services Marketing Mix: 7 Ps of Services Marketing. | 8 HOURS |
| 2 | MODULE 2:
The GAP model, Customer expectations of services, Customer perceptions of Service and Measurement of quality in services, Servqual model and measurement methods, Employees role in service delivery, Creating a culture of service, the services marketing triangle, Customers role in service delivery, Services -Market Segmentation – Positioning and Differentiation of Services, Strategies for managing closing the five gaps. | 10 HOURS |
| 3 | MODULE 3:
Managing the Service Process – new service development, Service Blueprints, Customer defined service standards, Physical Evidence and Cape Services. Service encounter, Service failure and recovery, Service pricing, Customer relationship management and Loyalty in services, Role of social media in customer services. | 10 HOURS |
| 4 | MODULE 4:
Introduction to retailing, types of retailers and Retail formats including e-tailers, theories of retail development, Consumer shopping behaviour and decision making process, the concept of franchising, Retail mix, measuring performance in retail, Introduction to multi-channel retailing, Retail Strategy | 10 HOURS |
| 5 | MODULE 5:
Key elements of store operations and managing touch points, role of a store manager, Retail location selection, Segmenting and targeting in retail, shopper marketing - components, store design and layouts, Visual Merchandising | 8 HOURS |

6

MODULE 6:

10 HOURS

Integrated marketing Communications in retailing, Merchandising concept and functions, Merchandise Management, Concept of CPFR, Category Management - Definition and process, Introduction to private labels. Customer services in retailing.

5. PEDAGOGY

Suggested Mini Projects:

- a. Create a service blueprint for a retail store/hospital/e-tailer
- b. Compare two service providers in the same product category on 7P's of Services marketing
- c. Create a letter to the customer who has made a complaint about the service
- d. Interview a service employee and a customer in the same establishment to understand expectations and managing them
- e. Visit a Kirana store and a large supermarket – compare them on various elements of the retail mix
- f. Make a structured observation sheet and observe 10 customers to a large supermarket and list your findings.
- g. Go through 4 e-tailers websites and make a SWOT analysis with a focus on 'online services'
- h. Visit a large retail store and list the functions of the 'customer service dept.' in that store based on interview and observations.
- i. Make a comparison between two retailers and their 'positioning statements' using a photo essay format

6. TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. Valarie A Zeithml, Mary Jo Bitner and Ajay Pandit , Services Marketing – Integrating customer focus across the firm, McGraw hill –Irwin Publication, 6th edition, 2012
2. SwapnaPradhan , “Retailing Management text and cases”, Tata McGraw hill Education, 4th edition, 2012
3. Michael Levy, Barton Weitz, and Ajay Pandit , Retailing Management, McGraw Hill Education, 8th edition, 2012

REFERENCES

1. Paco Underhill , Why we buy – The Science of Shopping , Simon & Schuster; Updated and revised edition, 2008.
2. G.P.Sudhakar , Integrated Retail Communication, Prentice Hall of India Pvt Ltd, 2012
3. Sriram B Iyer , Retail Store Operations , Tata McGraw Hill Education Pvt Ltd, 1st Edition , 2011
4. Rosemary Varley and Routledge , Retail Product management: Buying and Merchandising ,Routledge Publication, 2 edition 2005

JOURNALS

1. Journal of retailing and consumer services - elsevier
2. Journal of retailing
3. Journal of services marketing

WEB RESOURCES

1. www.retailmarketing.com
2. www.forbes.com

3.4.2 CONSUMER BEHAVIOUR

1. GENERAL INFORMATION

No. of Credits per	4
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No. of Hours per	4
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2. PERSPECTIVE OF THE COURSE

Consumers collectively influence economic and social conditions within an entire society. In market systems based on individual choice, consumers strongly influence what will be produced, for whom it will be produced, and what resources will be used to produce it. Consumer Behavior is the study of individuals, groups or organizations and the processes they use to select, secure, use and dispose of products, services, experiences or ideas to satisfy needs. Essentially, consumer behavior deals with how frequently a person or organization may purchase an item from a company. It closely relates to elements of customer services--such as problem resolution and overall satisfaction--and to marketing strategies such as pricing, promotion and product placement. This course covers the theoretical frameworks and applications based on the understanding of consumer behavior for marketing success and aims at understanding various factors shaping consumer choice.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To gain clear understanding of the factors that shape consumer behavior
- To understand various theoretical models of consumer behavior.
- To gain a perspective on consumer behaviour research and some important tools and techniques used.

OUTCOMES

- At the end of this course, students will be able to appreciate the importance of understanding consumer behaviour for marketing success, understand the various factors shaping consumer behaviour and choice, be able to conduct exploratory research in consumer behavior and be able to use understanding of consumer behaviour in making marketing plans

4. COURSE CONTENT AND STRUCTURE

- 1** **MODULE 1:** **8 HOURS**
Introduction: The Scope and importance of consumer behaviour, Concept, diversity of consumer behavior, Characteristics of Indian Consumers. Individual determinants of Consumer Behaviour, Motivation, Personality and Self Concept, Consumer Perception, Consumer Learning, Consumer Attitude Formation and Change.
- 2** **MODULE 2:** **10 HOURS**
Influences on the Consumer: Consumer needs, motives - positive and negative motivation - rational versus emotional motives. Consumer relevant reference groups - opinion leaders - family decision making and consumption related roles - family life cycle - social class and consumer behaviour - influence of culture on consumer behaviour- cross cultural context. Diffusion of innovations: the diffusion and adoption process - consumer innovativeness and personality traits.
- 3** **MODULE 3:** **8 HOURS**
Consumer decision making: Models of consumer decision making - Engle-Kollatt Blackwell model, Howard-Sheth Model, Bettman's Model, HCB Model. Concept of involvement, extensive/limited problem solving – routinized responsive behavior.
- 4** **MODULE 4:** **8 HOURS**
Post purchase behavior: Consumer satisfaction concept & Models - Expectancy Disconfirmation, Desires Congruency Model, Equity Theory, Attribution Theory, Cognitive dissonance, Consumer delight, consumer complaint behavior.
- 5** **MODULE 5:** **12 HOURS**
Consumerism: Evolution of consumer society. Definition of consumerism, buyers & sellers rights, effects of consumerism. Organizational Buying: Concept & comparison with Consumer buying, Economic Influence; Political Influence; Legal Influence; Supplier's Influence; Technology Influence; Customer Influence; Government Influence; Labour Influence, Analyzing Buyers' strengths & Negotiation Capabilities.

6

MODULE 6:

10 HOURS

Organizational Influences on Buying Behavior: Buying Roles; Market Response: The Buy Grid Model; The Organizational Buying Decision Process; Buying Tasks; Interpersonal Influencing in Organizational Buying.

5. PEDAGOGY

- a) Class teaching will be supplemented with case study dimension, field trips and live projects in industry are recommended.
- b) Activities: Conduct a Focus group in the classroom and ask students to record their findings, Conduct a pilot survey to understand perceptions, Make a structured observation sheet and do an observational study in a retail space

6. TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. DebrajDatta and MahuaDatta, "Consumer behaviour and Advertising Management", Vrinda Publication Pvt Ltd, 1st Edition, 2011
2. S.Sumathi and P. Saravanel, "Marketing Research and Consumer Behaviour", Vikas Publishing House Pvt Ltd. 1st Edition, 2003
3. Leon Schiffman and Lazar Kanuk Consumer behaviour, Pretice Hall, 10th Edition, 2009
4. Paco Underhill, " Why we buy: The science of shopping", Simon and Schuster , Updated and revised edition, 2008

REFERENCES

1. Rama Bijapurkar, "We are like that only", Penguin India, 2013
2. Roger D Blackwell, Paul W Miniard, James F Angel, Consumer Behavior, South Western College Publication, 10 Edition, 2005
3. Damodar Mall , Supermarketwala: Secrets to Winning Consumer India,Random House, 2014
4. DhirajSinha , Consumer India: Inside the mind and wallet , John Wiley & Sons, 2011
5. S.L.Rao , Indian Market Demographics : The Consumer Classes", Global Business Press, 1st Edition,1996
6. R.Woodruff and S.F.Gardial, Know Your Customer, New Approaches to

Understanding Customer Value Satisfaction , Cambridge, MA Blackwell, 1996

7. Robert R Reeder, Eward G Brierty, Betty H Reeder, "Industrial Marketing – Analysis, Planning and Control" , Prentice Hall College Division, 2 Sub Edition, 1991

JOURNALS:

1. Journal of Consumer Behaviour
2. Journal of Consumer Research

WEB RESOURCES:

1. www.consumerpsychologist.com
2. www.marketingweek.com
3. www.mrcb.ie.edu
4. www.websitemagazine.com

ELECTIVE SUBJECTS	
3.5	HUMAN RESOURCES
	3.5.1 LEARNING AND DEVELOPMENT
	3.5.2 INDUSTRIAL AND EMPLOYEE RELATIONS
	3.5.3 PERFORMANCE MANAGEMENT SYSTEM

3.5.1 LEARNING AND DEVELOPMENT

1. GENERAL INFORMATION

No. of Credits per week | 4

No. of Hours per week | 4

2. PERSPECTIVE OF THE COURSE

In the context of global competition, organizations are committing more resources, in the forms of both time and money towards learning that enables employees to continuously update and develop their competencies. The present course is designed to study the concepts and processes of learning/training and development.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To enable the students to understand the concepts, principles and process of learning and development.
- To develop an understanding on various non-training solutions to improve employee performance

OUTCOMES

- By the end of this course, a student would learn to develop an understanding of how to assess training needs and design training programmes in an Organisational setting. To familiarize the student with the levels, tools and techniques involved in evaluation of training effectiveness

4. COURSE CONTENT AND STRUCTURE

- 1** **MODULE 1:** **8 HOURS**
Introduction - Need and importance of Training and development in organizations - A Systematic approach to Training & Development - Assessment, Training and Development and Evaluation Phases, Training administration, difference between training and learning.
- 2** **MODULE 2:** **10 HOURS**
Need Assessment and Analysis - Organizational Support for need assessment - Operational / Organizational analysis - Requirement analysis - Individual analysis - Motivational aspects of HRD - Development cycle - Reinforcement for behaviour modification - Challenges to become learning organization - Trainee readiness - Trainee motivation to learn.
- 3** **MODULE 3:** **10 HOURS**
An overview of Instructional Approaches - Traditional and modern Instructional Approaches - Internal Vs External Training - Training Methods - On the Job - Apprenticeship working – mentoring; Off the Job - Case studies - lectures - vestibule – sensitivity - in-basket - role plays - audiovisual & other contemporary methods - Adult learning principles or methods
- 4** **MODULE 4:** **10 HOURS**
Training Evaluation and Measurement - Introduction to evaluation process - Criteria development - choosing criteria measures - Evaluation of Criteria - Experimental Designs - quasi experimental designs - Other methods of evaluation - External Training Validity - Models of Evaluation - ROI on Training
- 5** **MODULE 5:** **10 HOURS**
Human resource development - HRD at micro and macro levels - Sub-systems of HRD - role of HRD function - Concept of career – Career Stages - Steps in career Planning - Methods of career planning and development - Career development Actions and programs - Career problems and solutions - Guidelines for Career management –

Concept, need and importance of management development - Management development process - Leader centred techniques of management development.

6

MODULE 6:

8 HOURS

Practical - Design and conduct training program and visit vocational training institutes.

- Create and implement a training needs analysis
- Develop and implement a training plan
- Assess and/or evaluate a training plan
- Propose alternatives to training

5. PEDAGOGY

- Lectures
- Demonstration with training materials/videos
- Practical Exercises – Individual and Group
- Case Studies

6. TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. Goldstein Irwin L, "Training In Organizations - Needs Assessment, Development & Evaluation", Wordsworth Publication
2. Lynton & Parekh, "Training for Development", Sage Publications
3. Robert L. Craig, "ASTD Training and Development", McGraw Hill Publications
4. Dugan laird, "Approaches to Training and Development", Perseus Publishing, 2003
5. Rao TV, "Readings in HRD", Oxford & IBH
6. NM Agrawal, Transfer of Learning - ISTD Article
7. Noe, A Raymond &Kodwani, Deo Amitabh, "Employee Training and Development", 5e, McGraw Hill Publications, 2012

3.5.2 INDUSTRIAL AND EMPLOYEE RELATIONS

1. GENERAL INFORMATION

No. of Credits per week	4
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No. of Hours per week	4
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2. PERSPECTIVE OF THE COURSE

The legal aspects of HR and our legal system have a pervasive impact on business activities. Decisions of PM and/or IR executives frequently raise issues which should be carefully evaluated as to their legal consequences before they are implemented. The failure to appreciate these legal implications can lead to seriously damaging, if not disastrous, results for an organization. The approach of this course would be to address National Laws and APEX court decisions that relate to law of the country in general and Labour Laws in particular.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To develop an understanding of the interaction pattern among labour, management and the State
- To build awareness of certain important and critical issues in Industrial Relations

OUTCOMES

- By the end of this course the student would learn basic knowledge of the Indian Industrial Relations System and its distinctive features in comparison to other countries

4. COURSE CONTENT AND STRUCTURE

1

MODULE 1: INDUSTRIAL RELATIONS 8 HOURS

Definition – Nature - Evolution of IR in India - Context and environment of IR .- Three actors and their roles in IR -Approaches to IR &HR Relations - Gandhian approach - Marxian approach and Dunlop’s Systems approach. Emerging Trends in IR, Future of IR in India

2

MODULE 2 : IR POLICIES

12 HOURS

The state and IR policies - Evolution of IR policies - National Commission on Labour & IR policy (1969) - Grievance procedure – discipline - Labour courts - Collective bargaining: concept and development - Industrial unrest in India

Industrial Disputes Act 1947 - Objects Of The Act - Important Definitions: Authorities Under The Act - Causes Of Industrial Disputes - Types Of Industrial Disputes - Prevention Of Industrial Disputes - Reference Of Disputes Settlement - Strikes - Lock-Outs - Lay Off-Retrenchment - Unfair Labour Practices - Standing Orders - Service Rules –Misconduct - Principles Of Natural Justice - Domestic Enquiry - Remedial Counseling

3

MODULE 3: TRADE UNIONS

10 HOURS

Reasons and types of trade unions - Trade union movement in India - Problems and challenges of trade unions - Functions of trade unions - Strengthening trade unions, Indian Trade Unions Act, 1926 – Registration, need for recognition and rights, Central trade unions in India - Participative management - Forms and levels of participation - Process of negotiation - Prerequisites of collective bargaining -Employee empowerment - Tripartite and bipartite bodies - Joint Management council - Conciliation machinery : Mediation, arbitrations -adjudication.

4

MODULE 4: LABOUR LEGISLATIONS

10 HOURS

Labour legislation in India - Social security and welfare legislations - Concept of social security - ILO and social security -Social security measures in India - Workmen’s Compensation Act,1923 - Employees State Insurance Act, 1948 -Employees Provident Fund and (Miscellaneous Provisions) Act, 1952 - Maternity benefit Act,1961,Payment of Gratuity Act 1972, Payment of Bonus Act 1965.

5

MODULE 5: WELFARE LEGISLATIONS

10 HOURS

The Factories Act 1948 - Plantation Labour Act 1951 - Contract Labour (Regulations and Abolitions Act-1970, Shops and Establishment Act, Latest rules regarding industrial relations in IT and ITES industries. Functions of Labour Department in Karnataka, Officers under the department and their duties and responsibilities.

6

MODULE 6: EMERGING ISSUES 06 HOURS

Labour legislation pertaining to employees working on night shifts; specific provisions for female employees, ethical issues arising due to night shift and HR intervention; impact of night shift working on family and social life

5. PEDAGOGY

- Lectures
- Practical Exercises – Individual and Group (Assignment to visit industries / interaction with executives)
- Case Studies / Case laws in Industrial Relations

6. TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. C B Marmoria, "Dynamics of Industrial Relations in India", Vikas Publishing, New Delhi.
2. P C Tripathi, "Personnel Management and Industrial Relations", S Chand, New Delhi.
3. P SubbaRao, "Human Resources Management & I R", S Chand, New Delhi.
4. Arun Monappa & Ranjeet Nambudiri, "Industrial Relations and Labour Laws", Tata McGraw Hill 2nd edition.
5. C.S VenkataRatnam, "Industrial relations", Oxford University Press
6. B.D.Singh, "Industrial Relations", Excel books
7. B.D.Singh, "Labour Laws for Managers", Excel books

3.5.3 PERFORMANCE MANAGEMENT SYSTEM

1. GENERAL INFORMATION

No. of Credits per week	4
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No. of Hours per week	4
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2. PERSPECTIVE OF THE COURSE

Performance management is basically a system of different processes that combine to create an effective workforce within the company that can effectively reach the business goals. There are many different aspects of performance management, but in most cases it can be broken down into a few simple steps. Performance management tools that can help the student to formulate plans, monitor progress closely, and even track and manage rewards.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organizations.

OUTCOMES

- It is particularly intended for students as future managers and supervisors who will conduct the performance appraisal of their subordinates.

4. COURSE CONTENT AND STRUCTURE

1

MODULE 1:

10 HOURS

Conceptual aspects of Performance System, Dimensions and excellence in performance
- Pillars of human performance - Theoretical base for PMS - Objectives and functions of PMS - Performance Management Prism - Competency based PMS - Electronic PMS- Potential appraisal and HRM , Performance Management and Employee Development – Emerging trends in performance appraisal

2

MODULE 2 :

12 HOURS

Team performance Management - Building and leading high performance teams - Virtual teams - Remote working, prerequisites of remote team performance -Role of team leaders - Drivers of performance - Designing appraisal programs - Conducting appraisals - individuals and teams - Feedback mechanisms – Individual and team rewards.

3

MODULE 3:

8 HOURS

Objectives, process, pros and cons of Performance appraisal - Design of appraisal forms using rating scales - Different methods of appraisals – Past, present and future oriented methods.

4

MODULE 4:

8 HOURS

Data collection on Performance information - Presentation, interpretation and corrective action - Performance management guidelines and checklists for managers - Common problems in assessment - Ways to avoid pain during appraisals.

5

MODULE 5:

8 HOURS

Managing high performance - Pay for performance - Performance improvement - Identification of gaps - Creative performance strategies - Performance management skills

6

MODULE 6: 10 HOURS

Legal issues associated with performance appraisals - Mentoring and coaching - Counselling and Monitoring Managing development - Guidelines on appraising expatriate's Performance, counselling for better performance - Six sigma and bench marking.

5. PEDAGOGY

- Lectures
- Practical Excises – Individual and Group
- Case Studies

6. TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. B D Singh, "Performance Management System – A Holistic Approach", Excel books
2. S Kohli and T Deb, "Performance Management", Oxford Higher Education
3. PremChadha, "Performance Management- it's about performing not about Appraising", Mcmillan Business books
4. SoumendraNarainBagchi, "Performance Management", Cengage Learning
5. Herman Aguinis, "Performance Management", Pearson.
6. Kaizen strategies for improving team Performance, Prentice Hall
7. TV Rao Performance Appraisal , Vikas /Oxford IBH
8. TV Rao, Raju , GopalMahapatraNandini, Performance Appraisal & 360 Degree Feedback, 2nd Edition, Excel Books/Oxford IBH

O.E 3.1 MEDIA AND SOCIETY

Theory: 4 Hours/week
60hrs/Sem

Marks: 70
I.A: 30
Total:100

Objectives:

- a. To make students aware of contemporary media development and challenges in India.*
- b. To help students develop the capability to assess, criticize and appreciate the role of media in fulfilling the aspirations of people.*

Unit – 1:

Mass media and society: Importance of media, critical analysis of the role of media, media impact on society, social responsibility of media.

Unit – 2:

Media and democracy: public sphere, Freedom of speech and expression, Right to information, Right to privacy and media as a watchdog.

Unit – 3:

Mass media and public interest: A critical study of media, Analysis of media contents, its role in serving public; marginalized groups. Role of media in social movements: political – cultural movements, national integration, communal harmony.

Unit – 4:

Ownership of media, content – control, Internal and external threats, pressures on media – media regulations, issues of social class, poverty, development and public health.

Unit – 5:

Media credibility: factors affecting media credibility, contemporary issues, media performance and its role, critical analysis of media credibility: Paid news

Books for references

1. Media and culture an introduction to mass communication - Richard Campbell
2. Mass media issues analysis and debate – George Oddman
3. Media and Democracy in Asia - An AMIC compilation, 2000
4. Dynamics of mass communication: Media in Transition - Joseph Dominick
5. Conflict sensitive journalism - Ross Howard
6. Media power in politics - Graber, Doris. 1980
7. Media and Society - Arthur Asa Berger
8. Media and Society: challenges and opportunities - Edited by VirBalaAggarwal
9. New Media and Society - Ed: Nicholas Jankowski - Pub: Sage Publications
10. Communication and Persuasion by CI, Hovland/I.L Janies/H H Kelly, Yale University ,Newyork, 1953



BANGALORE UNIVERSITY
DEPARTMENT OF FOREIGN LANGUAGES

P.K. Block, Palace Road, Bangalore – 560 009

Detailed Syllabus & Text-books Under CBCS Scheme
For III Semester M.A Open Elective paper offered for students from other
P.G Departments

Choice 2: Basic German

TEXT- BOOK : Schritte International: Niveau A1/1

Edition : Hueber Verlag

Unit I: 1) Introduction to Germany : Country, Culture, History
2) Introduction to German Language

Unit II: 1) Introduction ; Greetings ; Farewell
2) Family & Friends
Required Grammar and Vocabulary elements.

Unit III : 1) Food & Beverages
2) My House
Required Grammar and Vocabulary elements.

Unit IV: 1) My Day :Time
2) Freetime & Hobby
Required Grammar and Vocabulary elements

Teaching Hours: 4 hrs per week

Credits: 4

Total :100 Marks

Theory : 70

Internal Assessment: 30

**MASTER OF BUSINESS ADMINISTRATION [DAY]
UNDER
CHOICE BASED CREDIT SYSTEM (CBCS)**

(2014 - 2015 ONWARDS)

COURSE CONTENT OF FOURTH SEMESTER

CANARA BANK SCHOOL OF MANAGEMENT STUDIES,

BANGALORE UNIVERSITY, BANGALORE

4.1 INTERNATIONAL BUSINESS DYNAMICS

1. GENERAL INFORMATION

No. of Credits per	4
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No. of Hours per week	4
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2. PERSPECTIVE OF THE COURSE

International Business concerns those firms that do not restrict their processes to a single state or populace. International business dissects the reasons for the existence of firms engaged in International business, how they flourish in the intricate and unpredictable international environment, and what their undertakings mean for the countries in which they do business. Culture, language, political systems, geography, and socio-economic factors all influence a company's business practices. Therefore, expanses of study comprise of the challenges of managing international companies, whether enormous or diminutive; the rudiments of strategic management; cross-cultural management; globalization; and the regulation and politics of international business.

Students who aspire to intensify their understanding of global markets need to study international business, since it delivers insights into the global economic and business climates. International business studies encompass topics across a spectrum of business fields, from finance and marketing to management and accounting.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To make students to learn how business organizations operate in an international environment.
- To understand the impact of international influences on business.
- To help students to plan a career in international business.

OUTCOMES

- By the end of the course, the students must have increased confidence to take up a career in international business.

4. COURSE CONTENT AND STRUCTURE

1	MODULE 1: INTRODUCTION 10 HOURS Evolution, Drivers and Challenges of IB as compared to Domestic Business, National and organizational competitive advantage over the world, Active players in multinational business. The International environment of IB - Political, Legal, Technological, Cultural, Demographic and Economic environment. Cross-cultural management, levels of culture, models to aid international managers.
2	MODULE 2: GLOBALIZATION 8 HOURS Routes of globalization, Modes of International Business-Organizing international business – international designs, factors influencing choice of a design, issues in organization design. Conflict management, reconciliation, adjudication and arbitration issues, supporting Institutions, Negotiations.
3	MODULE 3: WTO AND TRADING BLOCKS 8 HOURS WTO and LPG policies, Its Implications on India— Regional Trade Blocks, Integration between countries, levels of integration and impact of integration. International strategic alliances, nature, benefits, pitfalls, scope, how to make alliances work.
4	MODULE 4: GLOBAL TRADE AND INVESTMENT 10 HOURS Theories of global trade and investment, Mercantilism, theory of absolute advantage, theory of comparative advantage, factor endowment theory, product life cycle theory, Porter’s national competitive advantage. FDI- in World Economy, horizontal and vertical FDI, benefits of FDI to home and Host Country. FDI- Indian Scenario. EXIM TRADE- Export and Import financing, Export marketing, EXIM policy, Balance of payments. Roles of Institutions connected with EXIM trade.
5	MODULE 5: GLOBAL ETHICS AND E-COMMERCE 10 HOURS

Social responsibility and ethical issues in international business – national differences in ethics and social responsibility, codes of conduct for MNC's.

Global E-Business- Conceptual Analysis, Advantages and Disadvantages of E-Business, E-Commerce in India.

6

MODULE 6: GLOBAL BUSINESS OPERATIONS

10 HOURS

Global- Operations management and competitive advantage, strategic issues in operations management,(Manufacturing Management, Logistics Management and Procuring), Technology transfers – issues arising out of technology transfers.

Marketing Management, benefits of international markets, major activities in international marketing

Human Resource Management: Approaches, Expatriation and Repatriation Process, Training, Compensation, Industrial Relations.

5. PEDAGOGY

Conceptual explanation in detail in the class room sessions and relevant cases will give students a better perspective. Live projects should be the part of curriculum compulsorily

6. TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. Francis Cherunilam; International Business, Prentice Hall Of India, 5th Edition, 2011
2. Charles Hill, International Business, McGraw-Hill-Irwin, 9th Edition, 2012.
3. John Daniels, Lee Radebaugh and Daniel Sullivan, "International Business", Prentice Hall,13th Edition, 2010

REFERENCES

1. ShyamShukla, International Business, Excel Books
2. ShyamShukla, International Business, Excel Books
3. Andrew Harrison Et Al; International Business; Oxford, 2006
4. Richard M Hodgetts And Fred Luthans, "International Management", McGraw-Hill, 5th Edition, 2003
5. Anant K Sundaram&J Stewart Black, The International Business Environment,

4.2.3 RISK MANAGEMENT AND DERIVATIVES

1. GENERAL INFORMATION

No. of Credits per week	4
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No. of Hours per week	4
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2. PERSPECTIVE OF THE COURSE

Uncertainty coupled with financial implication is 'risk'. Every business enterprise is exposed to various risks from the operations within and environmental forces outside. Unless the risks are understood, measured, analyzed and taken care of, the good prospects of the entity cannot be ensured. A finance professional must have knowledge of measuring and hedging various risks. This course entitled "Risk Management and Derivatives" aims at providing knowledge of risks and various hedging strategies.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To orient students on the meaning and types of risks.
- To provide knowledge on risk measurement and evaluation in making capital budgeting decisions.
- To provide knowledge on risks associated with investments outside the business and strategies for hedging the same with derivatives.

OUTCOMES

By the end of this course, a student would learn

- Meaning and types of risk.
- Risk analysis in capital budgeting.
- Risks associated with investments and hedging with derivatives.
- Meaning and types of derivatives.
- Futures – terminology, mechanism, hedging and pricing.
- Options – terminology, mechanism, pay-offs, hedging and pricing.
- Commodity markets and commodity derivatives.

4. COURSE CONTENT AND STRUCTURE

- 1** **MODULE 1: RISK ANALYSIS IN CAPITAL BUDGETING 13 HOURS**
Meaning of Risk. Types of Risks of a Business Enterprise. Risk Analysis in Capital Budgeting – Measuring and Managing Capital Budgeting Risks – Sensitivity Analysis, Scenario Analysis, Simulation, Standard Deviation and Co-efficient of Variation, Risk-Adjusted Discount Rate Method, Certainty Equivalent Co-efficient Method, Decision Tree Analysis and Probability Distribution Method
- 2** **MODULE 2: INVESTMENT RISKS AND DERIVATIVES 10 HOURS**
Meaning of Derivatives. Types of Derivatives. – Forward Agreements, Future Contracts – Terms associated with Futures – Stock Futures and Index Futures, Differences between Forwards and Futures, Margin and Settlement Mechanism of Futures
- 3** **MODULE 3: FUTURE CONTRACTS – HEDGING AND TRADING 10 HOURS**
Hedging with Futures – Stock Hedging: When there is a future contract available on the stock and when there is no future contract available on the stock. Portfolio Hedging: Adjusting Portfolio Risk, Pricing of Futures
- 4** **MODULE 4: OPTIONS – BASICS AND STRATEGIES 10 HOURS**
Option Contracts – Meaning, Types – Call, Put, American, European. Pay-off and Pay-off Diagrams. Hedging Strategies – Protective Put Strategy and Covered Call Strategy. Trading Strategies with Options – Straddle, Strip, Strap, Strangle, Spreads
- 5** **MODULE 5: OPTION PRICING 8 HOURS**
Put-Call Parity Theory, Portfolio Replication Method, Risk Neutralization Method, Binomial Method and Black-Scholes Method. Option Greeks

6

MODULE 6: COMMODITY RISKS AND COMMODITY DERIVATIVES

5 HOURS

Commodity Markets, Commodity Exchanges. Commodity Derivatives.

5. PEDAGOGY

- a) Lectures.
- b) Demonstrations using Excel
- c) Practical Exercises – Individual and Group
- d) Case Studies.

6. TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. Damodaran, Aswath, "Corporate Finance", John Wiley & Sons Inc.
2. DamodaranAswath, "Applied Corporate Finance", John Wiley & Sons Inc.
3. Chandra, Prasanna, "Financial Management – Theory and Practice", Tata McGraw-Hill Publishing Company Limited.
4. Pandey, I M, "Financial Management", Vikas Publications.
5. Khan, M.Y., and Jain, P.K., "Financial Management – Text, Problems and Cases", Tata McGraw-Hill Publishing Company Limited.
6. Chance/Brooks, An Introduction to Derivatives & Risk Management, Thomson.
7. Hull J, Options, Futures and Other Derivatives, 6 ed., Prentice Hall.
8. Dubosky and Miller, "Derivatives – Valuation and Risk Management", Oxford University Press.
9. Kumar, SSS, "Financial Derivatives", Prentice Hall of India.
10. Parasuraman, N.R; "Fundamentals of Financial Derivatives", Wiley India.
11. Vohra, and Bagri, "Futures and Options", Tata McGraw Hill.
12. Chatnani, Niti, "Commodity Markets – Operations, Instruments and Applications", Tata McGraw Hill

REFERENCES

1. Gupta S.L., "Financial Derivatives – Theory, Concepts and Problems", PHI.
2. Stulz, Rene, "Risk Management and Derivatives", Thomson.

3. Cohen, Guy, "Options Made Easy", FT Prentice Hall
4. Sridhar, A.N., "Futures and Options – Equities – Trading Strategies and Skills", Shroff Publishers and Distributors.
5. McCafferty Thomas, "Options Demystified – A Self-teaching Guide", Tata McGraw Hill.
6. Duarte, Joe, "Futures and Options for Dummies", Wiley India.

ELECTIVE SUBJECTS	
4.3	MARKETING 4.3.1 STRATEGIC BRAND MANAGEMENT 4.3.2 INTERNATIONAL MARKETING STRATEGY 4.3.3 DIGITAL MARKETING

4.3.1 STRATEGIC BRAND MANAGEMENT

1. GENERAL INFORMATION

No. of Credits per week | 4

No. of Hours per week | 4

2. PERSPECTIVE OF THE COURSE

Brands that a firm has invested in and developed over time are their valuable assets. Processes, designs and strategies of organizations may be easily copied, but a strong brand is something which cannot be easily reproduced. Strong brands can influence purchase decisions by communicating the value of and providing differentiation for products and services. Effective brand management is critical to maintaining the long-term profitability of products and services. This course is designed to develop students' understanding of the importance of brand equity as well as how to build, measure and manage brand equity.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To give students a deeper understanding of the process of brand building in a

variety of business contexts, the integrated requirements for effective brand reinforcement , revitalization as well as the models, measures and impact of brand equity.

OUTCOMES

- By the end of this course, students should be able to: Understand key principles of branding, positioning and brand building strategies.

4. COURSE CONTENT AND STRUCTURE

- 1** **MODULE 1:** **8 HOURS**
Product Management: Product Planning and New Product Management- Product Portfolio Analysis - Market Attractiveness & Components Of Market Attractiveness – Product Market Strategies - Product Life Cycle Stages And Corresponding Strategies – Competitor Analysis
- 2** **MODULE 2:** **10 HOURS**
Introduction To Brand Management: Brands Vs Products- Brand Management - Brand Components & Attributes- Significance Of Branding To Consumers & Firms - Selecting Brand Names- Brand Identity – Kepferer Brand Identity Prizm Model - Branding Challenges & Opportunities
- 3** **MODULE 3:** **12 HOURS**
Brand Equity: Concept – Types Of Brands - Strategic Brand Management Process – Brand Attribute Management & Architecture – Brand Portfolio Strategy – Brand Extension And Stretching - Making A Brand Strong-Sources Of Brand Equity-The 4 Steps Of Strong Brand Building- Aakers Brand Equity Model – Customer Based Brand Equity – Brand Leveraging, Brand Loyalty
- 4** **MODULE 4:** **8 HOURS**
Brand Positioning: Types Of Positioning- Over, Under & Repositioning- Differentiation – Identifying Gaps Using Perceptual Maps - Co-Branding –Licensing – Celebrity Endorsement - Positioning Guidelines
- 5** **MODULE 5:** **8 HOURS**
Brand Audit and Valuation: Brand Audit - Internal Branding- Introduction To Brand Valuation – Components & Types Of Valuation

6

MODULE 6:

10 HOURS

Building Online Brands: Integrated Marketing Communication - The New Media Environment – Building and managing online Brands - Marketing Communication Options – Using Social Media to Build Brands – E-Commerce & Brands

5. PEDAGOGY

Conceptual explanation with regards to brand creation, brand management and brand sustenance is required in the class room sessions and relevant cases will give students a better perspective. Live projects should be the part of curriculum.

6. TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. Kevin Lane Keller M. G. Parameswaran and Isaac Jacob, Strategic Brand Management, Pearson Education India, 3rd Edition, 2010
2. RamanujMajumdar ,” Product management in India”, PHI Learning Pvt India, 2007
3. KirtiDutta, Brand Management, Principles and Practices ,Oxford University Press, 1st Edition, 2012

REFERENCES

1. Kevin Lane Keller , Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Prentice Hall, 4th Edition, 2012
2. MG Parameswaran , Building Brand Value – Five Steps to Building Powerful Brands, Tata McGraw hill, 2006
3. SubrotoSengupta , Brand Positioning: Strategies for Competitive Advantage, Tata McGraw Hill Education, 2005
4. J.N. Kapferer , The New Strategic Brand Management (Creating And Sustaining Brand Equity Long Term) , Kogan Page Publishers India, 2008.
5. S.A. Chunawalla , Compendium of Brand Management, Himalaya Publishing House , 2011
6. David A Aaker , Managing Brand Equity, Free Press, 1991

4.3.2 INTERNATIONAL MARKETING STRATEGY

1. GENERAL INFORMATION

No. of Credits per week	4
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No. of Hours per week	4
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2. PERSPECTIVE OF THE COURSE

This course emphasizes on gaining competitive advantage in the global marketplace by providing in-depth understanding of the competitive implications affecting global marketing strategies. It covers the factors that govern the decision to enter export markets and analyzes planning, organizing, and managing an international marketing strategy. Organizations are becoming increasingly aware of the importance of understanding what their customers want and therefore the necessity to develop products and services that meet their needs and aspirations. Organizations which place the customers at the forefront of all decision-making and take a marketing-led approach are able to create competitive advantage and build brand loyalty.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To acquaint students with International Marketing knowledge and strategies.
- To help the students to solve problems of International Marketing and sales practice.
- To assist the students to specialize in marketing within an international context.
- To guide the students on International Documentation
- To help the students to channelize the fruits of Emerging Markets with an opportunity perspective

OUTCOMES

- Students will be able to evaluate the various forces when products and services enter the global marketplace.

4. COURSE CONTENT AND STRUCTURE

1

MODULE 1:GLOBAL MARKETING – AN OVERVIEW12 HOURS

International/Multinational/Multiregional/Global Marketing – Definition & Scope, Objectives of International Marketing – Challenges and opportunities in International Marketing – Quality considerations in International Marketing – Underlying forces of International Marketing – Major Participants in International Marketing – Importance Of International Marketing – Review of Trade theories - Culture & Social Factors – Culture & Its Impact On International Marketing - Political & Legal Forces - Negotiating With International Customers, Partners & Regulators, Global marketing environment – Economic Environment, Socio-cultural Environment –Legal and Statutory Framework.

2

MODULE 2:INFORMATION SYSTEM AND RESEARCH10 HOURS

Definition and Meaning of Global Marketing Information System, Process of Marketing Research, Analyzing Global Opportunities: Screening International Marketing Opportunities – Criteria for Selecting Target Countries – Grouping International Markets – Analyzing International Buyers/Business Markets & Government Markets – International Marketing Research Process.

3

MODULE 3:MARKET SELECTION AND ENTRY STRATEGIES8 HOURS

Global Market Entry & Exit Strategies: Exporting – Licensing – Local Manufacturing- Joint Ventures- Merger & Acquisition - Strategic Alliances – Preparing For Exit Strategy Analysis – Exit Strategies – Analyzing Opportunities Using Trade Map

4

MODULE 4: GLOBAL MARKETING MIX8 HOURS

International Product & Promotion Strategy: Adjusting Quality to Global requirements, International & Global Branding Decisions – Brand Name Selection Procedure – Global/Pan Regional Brands – Exploiting Product Life Cycles In International Marketing – New Product Development in Global Markets – Global Advertising – Creative Challenges – Media Planning and Analysis

5

MODULE 5:PRICING AND DISTRIBUTION STRATEGY

8 HOURS

Selection Of International Channels – Managing Distribution Systems- Global Trends in Distribution Systems- Pricing – Price Escalation – Dumping – Countertrade as a Pricing Tool – Intra-company Pricing

6

MODULE 6:DOCUMENTATION AND EMERGING MARKETS10 HOURS

Documentation and procedural complexities- Registration with various agencies– Compulsory Quality Control - Processing Export Orders. Newly Industrialized Countries– Developing Countries & Emerging Markets – European Community – CIS – CEFTA – NAFTA-ASEAN – Africa – Middle East – BRICS- Regional Trade Blocks & Impact on Marketing.

5. PEDAGOGY

Class teaching will be supplemented with case study dimension, field trips and live projects in industry are mandatory

6. TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. Rakesh Mohan Joshi , International Marketing , Oxford University Press, 1st Edition, 2009
2. Phillip Cateora, John Graham, Mary Gilly, International Marketing , McGraw-Hill/Irwin, 16th Edition, 2012

REFERENCES

1. SvendHollensen , Global Marketing – A Decision Oriented Approach, ,Prentice Hall ,6th Edition, 2013
2. Frank Bradley. International Marketing Strategy, Pearson Education, 5th Edition, 2004
3. Johansson, J. K. Global Marketing: Foreign Entry, Local Marketing, and Global Management, McGraw-Hill, 5th Edition, 2008

4.3.3 DIGITAL MARKETING

1. GENERAL INFORMATION

No. of Credits per week	4
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No. of Hours per week	4
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2. PERSPECTIVE OF THE COURSE

Marketing has changed from traditional advertising media to online platforms. The course shall introduce the student to social media platforms. Market research forms the back bone of digital marketing. Reputation of entities can be altered within minutes which is of high risk. Use of social media effectively produces engaged customers and their posts are brand advertisements which spread through word of mouth. Digital marketing can be successful only if an organized plan has been drawn. Social relation building helps in increasing Customer Loyalty. Hence, it is not just online presence but also its maximum utilization that is important. There is a huge inflow of new digital marketing technology and tools. Choosing the right tool is essential for customer delight and deriving results. Most of the business have digital presence but lack the a strategy to tackle the digital competition

3. COURSE OBJECTIVES AND OUTCOMES OBJECTIVES

- To understand the basics of digital marketing.
- To develop a comprehensive digital marketing strategy
- To be able to use new media such as search engine and social networking.

OUTCOMES

- By the end of the course, the student will be able to evaluate the risks involved in digital marketing. It shall make them be able to attract and retain customers online.

4. COURSE CONTENT AND STRUCTURE

MODULE 1: INTRODUCTION 10 HOURS

1

Introduction to marketing in the digital environment, Types of web presence, common e-commerce business models, pure play, hybrid and multi-channel options. Media options online, Fulfilment options and strategies, Introduction to payment gateways

and PayPal

MODULE 2: DIGITAL MARKETING RESEARCH 10 HOURS

2

Audience profiling and segmentation, Internet usage patterns, Post Internet consumer behaviour and understanding buyer behaviour online, pillars of direct marketing, Online research and behaviour tracking methods, Introduction to behavioural targeting. Online surveys, blog mining, data mining, Building customer profiles using navigation and sales data, Competitor analysis online, Integrating online and offline strategies

MODULE 3: SEARCH ENGINE MARKETING 10 HOURS

3

Email campaign creation and management, Google Adwords, search and display on search engines, pricing models online, Introduction to page rankings, googleAdwords analytics, Search Engine Optimization, Process and methodology, Long tail in SEO, Link building, Key word analysis, process and optimization. Search Engine Marketing - Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo. Search Methodology.

MODULE 4: SOCIAL MEDIA AND e-PR 10 HOURS

4

Using Facebook, Linked-in, twitter, You tube including creating a channel on You Tube, Content guidelines for online communications, Social Media measuring, monitoring & reporting, Tracking & Monitoring platforms. Content seeding, How to use blogs, forums and discussion boards, Blogs, forums and communities, Viral campaigns and the social graph. Building relationships with different stakeholders online

MODULE 5: ONLINE REPUTATION MANAGEMENT 8 HOURS

5

Introduction to online reputation management, Importance of managing online reputation for a business, strategies and tools of online reputation management, handling negative comments.

MODULE 6: RECENT TRENDS 8 HOURS

/

Localization of content and advertising. Marketing using mobile networks, evolution of Indian banking industry – journey from brick and mortar to mobile banking, Consumer engagement – meaning and methods

5. PEDAGOGY

Class teaching will be supplemented with case study dimension, and live projects in industry are mandatory

6. TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. Deepak Bansal , A Complete Guide To Search Engine Optimization , B.R Publishing Corporation, 1st Edition, 2009
2. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH,The Consumer Decision Journey, McKinsey Quarterly, No3, 2009
3. Strauss.J and Frost . R , “E- Marketing”, Pearson Education, 5th Edition, 2009
4. Ramsey , Seven Guidelines for Achieving ROI from Social Media, eMarketer , 2010

REFERENCES

1. Godfrey Parkin , Digital Marketing: Strategies for Online Success ,New Holland Publishers Ltd, 2009
2. Damian Ryan , Understanding Digital Marketing : Marketing Strategies for Engaging the Digital Generation, Kogan Page, 3rd Edition, 2014
3. Jonah Berger , Contagious Why Things Catch On , Simon & Schuster, 2013

ELECTIVE SUBJECTS	
4.4	HUMAN RESOURCES
	4.4.1 STRATEGIC HRM
	4.4.2 INTERNATIONAL HRM
	4.4.3 TALENT AND KNOWLEDGE MANAGEMENT

4.4.1 STRATEGIC HRM

1. GENERAL INFORMATION

No. of Credits per 4

No. of Hours per 4

2. PERSPECTIVE OF THE COURSE

With increasing competition, the technological, socio cultural and economic changes have triggered the need for constantly developing the human resources. HRD is no longer limited to the confines of a departmental activity, now it finds a place even in the vision and mission statements of the companies. The need to survive in the ever changing business world demands a well developed pool of human resources with strategies.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To develop the perspective of strategic human resource management.
- Distinguish the strategic approach to human resources from the traditional functional approach.
- Appreciate SHRM in the context of changing forms of organisation

OUTCOMES

- By the end of this course- a student would learn the relationship of HR strategy with overall corporate strategy and Understand the strategic role of specific HR systems

4. COURSE CONTENT AND STRUCTURE

- 1** **MODULE 1:** **8 HOURS**
HR environment HRM in knowledge economy Concept of SHRM Investment
Perspective of SHRM Evolution of SHRM Strategic HR vs. Traditional HR –Barriers to strategic HR Role of HR in strategic planning
- 2** **MODULE 2:** **10 HOURS**
Strategic fit frameworks - Linking business strategy with HR strategy - HR bundles approach, best practice approach - Business strategy and human resource planning - HRM and firm performance linkages - Measures of HRM performance - Sustained competitive advantages through inimitable HR practices
- 3** **MODULE 3:** **10 HOURS**
HR Systems - Staffing systems - Reward and compensation systems - Employee and career development systems - performance management systems - Various Strategic Management frameworks
- 4** **MODULE 4:** **10 HOURS**
Strategic options and HR decisions – Downsizing and restructuring - Domestic and International labour market - Mergers and acquisitions - Outsourcing and off shoring.
- 5** **MODULE 5:** **10 HOURS**
Strategic Responses of Organisations to Changing Environment – Portfolio process and structure related strategic responses. M & A s and Strategic HR
- 6** **MODULE 6:** **8 HOURS**
Conduct an Interview with CEO or Authorised authority and data collection on Strategic responses of Organisations to changing environment (Ref. Srinivas R. Kandula PHI 2012)

Interview schedule for conducting case study

- Interviewee's awareness / knowledge of strategic responses being planned / implemented / progressed in the organisation.(common)
- Compatibility between voluntary participative forums and collective bargaining forum (HR Managers)
- Reasons for strong / weak / no relationship (positive or negative) between strategic responses and SHRD system. (HR Manager / Individual / Trade Unions)
- Unions perception on the commitment of employer, frontline officers and workers in SHRD system (Trade union leaders)

5. PEDAGOGY

A variety of teaching methods will be employed which will include case analysis - self-assessment exercises - group projects - team-based projects – lectures - guest speakers - video

6. TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. Mello- Jeffrey A., "Strategic Human Resource Management", Thomson Learning Inc,
2. Agarwala, Tanuja, "Strategic Human Resource Management", Oxford University Press, New Delhi,
3. Dreher- George and Thomas Dougherty, "Human Resource Strategy", Tata McGraw Hill,
4. Greer, Charles, "Strategic Human Resource Management", Pearson Education,
5. Srinivas. R Kandula, "Strategic Human Resource Management", PHI

4.4.3 TALENT AND KNOWLEDGE MANAGEMENT

1. GENERAL INFORMATION

No. of Credits per week | 4

No. of Hours per week | 4

2. PERSPECTIVE OF THE COURSE

The explosion of interest in talent and knowledge management among academics, public policy makers, consultants, and business people began as recently as the mid-1990s. The level of interest in Talent & Knowledge management since then visible in a number of ways. It is growing rapidly more and more companies have built talent and knowledge repositories. Even new job titles have appeared from knowledge edge developer, to knowledge facilitator, to corporate knowledge officer

3. COURSE OBJECTIVES AND OUTCOMES OBJECTIVES

- To impart the knowledge on talent and knowledge management. its importance in contemporary business

OUTCOMES

- By the end of this course, a student would learn the new concepts in talent and knowledge management and its relevance in the corporate

4. COURSE CONTENT AND STRUCTURE

1	MODULE 1: Talent - Engine of new economy - Difference between talent and knowledge workers - Leveraging talent - Talent value chain - Elements of talent friendly organizations	8 HOURS
2	MODULE 2 : Elements, benefits and challenges of Talent Management System - Building blocks of talent management: competencies, performance management, evaluating employee potential - Modern practices in talent attraction, selection, retention and engagement.	12 HOURS

Talent Management & Social Media - Emerging Trends in Talent Management

3

MODULE 3:

10 HOURS

Talent Planning – Succession management process - Cross functional capabilities and fusion of talents - Talent development budget - Value driven cost structure - Contingency plan for talent - Building talent - Leadership coaching

4

MODULE 4:

6 HOURS

Return on talent (ROT) - ROT measurements - Optimizing investment in talent - Integrating compensation with talent management - Developing talent management information system - Psychometrics for TM

5

MODULE 5:

12 HOURS

Knowledge economy - Understanding Knowledge management - Types of knowledge - Knowledge centric organizations - Knowledge management framework - Knowledge creation and capture - Designing of Knowledge management strategy - Issues and challenges in knowledge Management - Implementing knowledge management strategy - Knowledge management metrics and audit.

6

MODULE 6: 8 HOURS

Conduct Interviews with five senior executives of two organisations on their talent and knowledge management practices.

Conduct minimum one focus group discussion (FGD) on Knowledge Management Portal

5. PEDAGOGY

- Lectures
- Seminars and presentation
- Practical Exercises like industry and field visit – Individual and Group
- Case Study discussion in each module

6. TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. Berger, Lance A and Dorothy Berger (Eds.) The Talent Management Handbook, Tata McGraw Hill, New Delhi
2. Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International
3. Chowdhary, Subir, Organization 2IC, Pearson Education, New Delhi
4. Masood, Anilkumarsingh and Somesh Dhamija , Talent management in India- challenges and opportunities, Atlantic publisher, New Delhi.
5. Elais M Awad, Hassan M Ghaziri, Knowledge management, : Pearson
6. Sanjay Mahaopatra, Knowledge Management, Mcmillan
7. Waman s Jawadekar, Knowledge Management text and cases, McGraw Hill

Salient Features

- Choice based credit system (CBCS) with credits, cumulative grade average and open elective.
- There are differential credits to ensure relative importance of the subjects.
- Business & Industry and Innovation Management are the two new core subjects brought in the first year.
- Health Care Management; Startups and SMEs Management and Banking, Finance and Insurance Services (BFIS) are introduced as specialization streams in the second year.
- Open elective on Management Perspectives.
- Provision for enhanced interaction with user system including industry.
- There is provision for single or dual specialization.
- Focus on one specialization stream in III and IV Semesters.
- Weightage for Internal assessment increased.
- Marks for book review, assignment, case writing and mini projects apart from attendance and internal test.
- Full time project work for four weeks to ensure social and business orientation.
- Full time dissertation for six weeks in business organizations.
- Uniform templates are used for course contents and resources.