

Dayananda Sagar College of Engineering
 (Autonomous Institution Affiliated to VTU, Belgaum)
CHOICE BASED CREDIT SYSTEM (CBCS)
SCHEME OF TEACHING AND EXAMINATION 2015-2016/2016-17

Department: DEPARTMENT OF MANAGEMENT STUDIES

Course: MASTER OF BUSINESS ADMINISTRATION

I SEMESTER MBA

Sl.No	Subject Code	Name of the Subject	Teaching hours/week			SEE Hours	Examination			CREDITS
			L	T	P		CIE	SEE	Total	
1	15MBA11	Principles of Management	4	0	0	3	50	50	100	4
2	15MBA12	Economics for Managers	4	0	0	3	50	50	100	4
3	15MBA13	Accounting for Managers	4	0	0	3	50	50	100	4
4	15MBA14	Quantitative methods-I	4	1	0	3	50	50	100	5
5	15MBA15	Business, Government and Society	4	0	0	3	50	50	100	4
6	15MBA16	Written Business Communication	3	0	2	3	50	50	100	4
Total							300	300	600	25

CIE: Continuous Internal Evaluation, SEE: Semester End Examination, L: Lecture, T: Tutorial, P: Practical
 1Hr. Theory= 1 credit, 2Hrs. Practical=1 credit, 1Hrs. Tutorial =1 credit

[Numerical Subjects – 1 Hour Tutorial]

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II SEMESTER MBA

Sl.No	Subject Code	Name of the Subject	Teaching hours/week			SEE Hours	Examination			CREDITS
			L	T	P		CIE	SEE	Total	
1	15MBA21	Human Resource Management& OB	4	0	0	3	50	50	100	4
2	15MBA22	Financial Management	4	0	0	3	50	50	100	4
3	15MBA23	Quantitative methods-II	4	1	0	3	50	50	100	5
4	15MBA24	Marketing Management	4	0	0	3	50	50	100	4
5	15MBA25	Oral Business Communication	3	0	2	3	50	50	100	4
6	15MBA26	Entrepreneurial Development	4	0	0	3	50	50	100	4
Total							300	300	600	25

CIE: Continuous Internal Evaluation, SEE: Semester End Examination, L: Lecture, T: Tutorial, P: Practical
 1Hr. Theory= 1 credit, 2Hrs. Practical=1 credit, 1Hrs. Tutorial =1 credit

[Numerical Subjects – 1 Hour Tutorial]

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III SEMESTER MBA

Sl.No	Subject Code	Name of the Subject	Teaching hours/week			SEE Hours	Examination			CREDITS
			L	T	P		CIE	SEE	Total	
1	15MBA31	Internship (6 weeks duration) (Report & Evaluation -Viva-voce) (Organizational Study)					50	-	50	3
2	15MBA32	Production and Operations Management	3	0	0	3	50	50	100	3
3	15MBA33	International Business Management	3	0	0	3	50	50	100	3
4	15MBAXX34	Elective subject – 1 [MM/FM/HR/IT/OP/BK]	4	0	0	3	50	50	100	4
5	15MBAXX35	Elective subject – 2 [MM/FM/HR/IT/OP/BK]	4	0	0	3	50	50	100	4
6	15MBAXX36	Elective subject – 3 [MM/FM/HR/IT/OP/BK]	4	0	0	3	50	50	100	4
7	15MBAXX37	Elective subject – 4 [MM/FM/HR/IT/OP/BK]	4	0	0	3	50	50	100	4
Total							350	300	650	25

CIE: Continuous Internal Evaluation, SEE: Semester End Examination, L: Lecture, T: Tutorial, P: Practical
1Hr. Theory= 1 credit, 2Hrs. Practical=1 credit, 1Hrs. Tutorial =1 credit

Note:

1. Internship of 6-week duration should be taken up by each student in any Industry, prepare a report by the end of 6 weeks. Evaluation will be done through Viva voce exam in the presence of internal guide and Chairman(HOD). [End of II Semester and beginning of III Semester 21st June 2016 to 20th August 2016]
2. Classes: August 22nd 2016 to November 2016 [Semester End Examination SEE - 1st week of December]

Dayananda Sagar College of Engineering
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CHOICE BASED CREDIT SYSTEM (CBCS)

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ELECTIVES

Marketing Electives	
Subject Code	Subject
15MBAMM34	Sales, Distribution and CRM
15MBAMM35	Retail Management
15MBAMM36	Consumer Behaviour & Market Analytics
15MBAMM37	Digital marketing

Finance Electives	
Subject Code	Subject
15MBAFM34	Investment Analysis & Portfolio Management
15MBAFM35	Corporate Restructuring & Strategic Alliances
15MBAFM36	Merchant Banking & Financial Services
15MBAFM37	Banking & its Operations

Human Resource Electives	
Subject Code	Subject
15MBAHR34	Recruitment and Selection
15MBAHR35	Performance and Compensation Management
15MBAHR36	Training and Development
15MBAHR37	Quantitative Human Resource Management

Operations Electives	
Subject Code	Subject
15MBAOP34	Outsourcing and IT delivery Models
15MBAOP35	Procurement and Vendor management
15MBAOP36	ERP in SCM
15MBAOP37	Service Operations Management

Information Technology Electives	
Subject Code	Subject
15MBAIT34	Knowledge Management
15MBAIT35	Data Warehousing and Mining
15MBAIT36	Data Centre Management
15MBAIT37	ERP & its Modular integration

Banking Electives	
Subject Code	Subject
15MBABK34	Principles & practices of Banking
15MBABK35	Legal Aspects of Banking
15MBABK36	Women & MUDRA Banking
15MBABK37	Rural Banking & Micro Financing

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IV SEMESTER MBA

Sl.No	Subject Code	Name of the Subject	Teaching hours/week			SEE Hours	Examination			CREDITS
			L	T	P		CIE	SEE	Total	
1	15MBA41	Internship (10 weeks duration) (Report & Evaluation -Viva-voce) (Dissertation Project)					-	100+100	200	3
2	15MBA42	Strategic Management	3	0	0	3	50	50	100	3
3	15MBA43	Total Quality Management	3	0	0	3	50	50	100	3
4	15MBAXX44	Elective subject – 1[MM/FM/HR/IT/OP/BK]	4	0	0	3	50	50	100	4
5	15MBAXX45	Elective subject - 2[MM/FM/HR/IT/OP/BK]	4	0	0	3	50	50	100	4
6	15MBAXX46	Elective subject – 3[MM/FM/HR/IT/OP/BK]	4	0	0	3	50	50	100	4
7	15MBAXX47	Elective subject - 4[MM/FM/HR/IT/OP/BK]	4	0	0	3	50	50	100	4
Total							300	500	800	25

CIE: Continuous Internal Evaluation, SEE: Semester End Examination, L: Lecture, T: Tutorial, P: Practical
1Hr. Theory= 1 credit, 2Hrs. Practical=1 credit, 1Hrs. Tutorial =1 credit

1. Internship of 10-week duration should be taken up by each student in any Industry with a research problem, prepare a report by the end of 10 weeks. [End of III Semester and beginning of IV Semester 12th December 2016 to 25th February 2017
- 2) Project Evaluation: Project Evaluation shall be taken up at the end of the IV Semester. Evaluation of final report by the internal guide and one external examiner [50 + 50 marks]
 - 1) Project Viva-Voce will be 100 marks conducted by a committee consisting of the following:
 - a) Head of the Department (Chairman)
 - b) Internal Guide
 - c) One External Examiner

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ELECTIVES

Marketing Electives	
Subject Code	Subject
15MBAMM44	Services Marketing
15MBAMM45	Product and brand management
15MBAMM46	Rural Marketing
15MBAMM47	Marketing of Technology and Product Innovation Management

Finance Electives	
Subject Code	Subject
15MBAFM44	Taxation
15MBAFM45	Financial derivatives
15MBAFM46	Strategic Credit Management
15MBAFM47	Project appraisal, Planning and control

Human Resource Electives	
Subject Code	Subject
15MBAHR44	Knowledge Management
15MBAHR45	Industrial and Employee Relations
15MBAHR46	Leadership and Team Development
15MBAHR47	Organizational Change and Development

Operations Electives	
Subject Code	Subject
15MBAOP44	World Class Manufacturing Management
15MBAOP45	BPRE and Robust Design
15MBAOP46	Project Management
15MBAOP47	Supply chain Modeling and Design

Information Technology Electives	
Subject Code	Subject
15MBAIT44	E – Commerce Technology and Management
15MBAIT45	Soft Computing
15MBAIT46	Business Intelligence and Applications
15MBAIT47	System Analysis and Design

Banking Electives	
Subject Code	Subject
15MBABK44	Strategic Credit Management
15MBABK45	International Banking
15MBABK46	Banking Technology Management
15MBABK47	Risk Management in Banks

- a. Total Marks I Semester to IV Semester: 2650
b. Total Credit I Semester to IV Semester: 100

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SEMESTER I

PRINCIPLES OF MANAGEMENT

Sub Code: 15MBA11	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To enable the students to understand the principles of management.
- To facilitate the students to appreciate the current applications of management by providing historical perspective.
- To provide an understanding about the various functions of management.

Course Content:

Module 1:

Introduction and Scope of Management : Meaning; Scope; Basic Nature and purpose of Management. Managerial levels and skills; Managerial Roles; Management: Science, Art or Profession; Universality of Management. Evolution of Management Theory, Ancient roots of management theory; Classical schools of management thought; Behavioural School, Quantitative School; Recent Management Approaches (Systems Approach, Contingency Approach, Dynamic Engagement Approach); Contemporary Management thinkers & their contribution.; the study of Ancient Indian Management systems & practices; Comparative study of Managerial Perspectives of the 21stCentury. **(10 Hours)**

Module 2:

Planning: Introduction: Meaning and Scope of planning; Process of Planning; Dimensions of planning; Strategic Planning frameworks; Goal Setting; Planning in organizations.

(10 Hours)

Module 3:

DAYANANDA SAGAR COLLEGE OF ENGINEERING

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Organizing : Meaning and scope of Organizing; Organizational Structure and Design; Departmentalization, Hierarchy; Organizational Structures: mechanistic and organic structures, formal and informal structures, formal and informal structures, Line and staff functions; Strategic Business Units, Delegation of Authority; Centralization and decentralization , Kotter's 8 step change model of management, Business Process Re-engineering.

Staffing: Meaning and scope of Staffing: Basic Human resource planning, Recruitment, selection, training & development, performance appraisal, managing change, compensation and employee welfare. **(10 Hours)**

Module 4:

Directing: Meaning and Scope of Directing, Motivation; Communication. Leadership: Leadership Styles, Role of manager as a Leader, New Perspectives on Leadership, Trends in leadership skills.

Controlling: Meaning and Scope of Controlling; Process of control, Types of control, Controlling Techniques, Total Quality Management Principles. **(10 Hours)**

Module 5:

Decision Making and Management of Stress: Meaning and Scope of decision making, Characteristics of Managerial decisions; Methods of decision making; Types of Decision Making; Decision making Models; Steps in Decision Making; Decision making techniques; Individual and Group decision making , Decision guides. Meaning of Stress management, Kinds of Work stress; Stages of work stress; Factors influencing work stress at workplace; Stress Related Illness; Management of Stress. **(10 Hours)**

Practical Components:

- Group presentations on action plan preparation to organize events
- Role Play
- Leadership Style Exercise

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Course Outcomes:

- Students able to understand and apply planning, organising & controlling in to practice.
- Students becoming aware of finer points involved in management.
- Able to apply management principles in to practice and exhibiting leadership qualities.

Text Books:

1. Stephen P. Robbins, David A. De Cenzo, Mary Coulter (2014), Fundamentals of Management: Essential Concepts and Applications, Pearson Education.
2. Koontz (2012), Essentials of Management, McGraw Hill Publication, New Delhi, India.
3. Nerkar, Kiran and Chopde Vilas (2011), Principles and Practices of Management, Dreamtech Press, Pune, India.
4. Rao, VSP (2011), Management Text and Cases, Excel Books Publication, New Delhi, India

Reference Books:

1. Andrew J Durbin, (2012), Essentials of Management, 9th edition, Thomson southwestern,
2. Samuel C. Certo and Tervis Certo, (2012), Modern management: concepts and skills, 12Th Edition , Pearson education
3. Daft, R.L. (2013). The New Era of Management, 10th Ed. Cengage Publications.
4. Harold Koontz and Heinz Weihrich, (2012), Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw-Hill Education,

ECONOMICS FOR MANAGERS

Sub Code: 15MBA12	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To make the students able to analyse and evaluate the consequences of various economic activities with respect to individual and social welfare.

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- To make them to understand about the basic economic concepts and its applications in business situations and decisions.
- To make the students able to identify the determinants of economic aggregates like inflation, unemployment, Productivity and also challenges associated with it.
- To understand and to create awareness regarding role of government policies on economy.

Course Content:

Module 1:

Managerial Economics: Meaning, Nature, Scope. & Significance, Uses of Managerial Economics, Objectives and Theories of firm-Baumol's Model and Agency theory- Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand- Price, Income, Cross and Advertising Elasticities, Uses of Elasticity of Demand for Decision Making, - Demand Forecasting: Meaning and Significance, Problems on Elasticity of Demand.

Production Analysis: Concept, Production Function- Total, Average, & Marginal Product, Law of Variable Proportions & ISO-Quants & ISO Costs, Least cost factor combination, Returns to Scale, Economies and Diseconomies of Scale, Technological progress and production function. **(12 Hours)**

Module 2:

Cost and Revenue Profit Functions: Cost Concepts, Fixed and variable costs, Total Cost, Average Cost, Marginal Cost, Opportunity Cost. - Short-run and Long-run Cost Curves

Profits: Determinants of Short-Term & Long Term Profits, Measurement of Profit. Break Even Analysis- Meaning, Assumptions, Determination of BEA, Limitations and Uses of BEA in Managerial Economics. (Problems on BEP).

Market Structure: Perfect Competition: Features, Determination of Price under Perfect Competition - Monopoly: Features, Pricing under Monopoly, Price Discrimination - Oligopoly: Features, Kinked Demand Curve, Cartel, Price Leadership - Monopolistic

DAYANANDA SAGAR COLLEGE OF ENGINEERING

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Competition: Features, Pricing under Monopolistic Competition, Product Differentiation
Pricing - Descriptive Pricing- Price Skimming, Price Penetration. **(12 Hours)**

Module 3:

Indian Economic Environment: Overview of Indian Economy, Recent changes in Indian Economy.

Measurement of National Income: Basic Concepts, Components of GDP- Measuring GDP and GNP, Difficulties in measuring National Income, Growth Rate.

Business Cycle - Features, Phases, Economic Indicators, Inflation : Types, causes, Measurement, Kinds of Price Indices, Primary, Secondary and Tertiary Sectors and their contribution to the Economy, SWOT Analysis of Indian Economy. **(6 Hours)**

Module 4:

Industrial Policies and Structure: A critical look at Industrial Policies of India, New Industrial Policy 1991; Disinvestment in PSUs - Private Sector- Growth, Problems and Prospects, SMEs Significance in Indian economy-problems and prospects

Industry Analysis: Textiles, Electronics, Automobile, FMCG, Telecom, Pharma. FDI in Retailing, Infrastructure, Pharma, Banking & Insurance

Globalization and Indian Business Environment: Meaning and Implications, Phases, Impact of Globalization on Indian Economy across Sectors.

Foreign Trade: Trends in India's Foreign Trade, Impact of WTO on India's Foreign Trade.

(10 Hours)

Module 5:

Economic Policies: Fiscal Policy: Objectives, Instruments, Union Budget

Monetary Policy: Measures of Money Supply, Monetary Policy in India- objectives, tools for Credit Control, Role and functions of Comptroller and Auditor General of India (CAG).

Workshops: 1. Policy analysis 2. Econometric model **(10 Hours)**

Practical Components:

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- Assessment of Impact of advertisement or sales promotion on the demand of a product (Preferably FMCG goods)
- Study of demand elasticity for a product when there is a price increase or price decrease.
- Market surveys/ consumer intention survey for an existing or a new product/service.
- Opinion polls to understand the buyer behavior for a product or a service.
- Demand forecasting – Mini project may be given to students to assess the demand for a product or a service using any method.
- Preparing a project proposal for a new business venture to understand the BEP using real time data.

Course outcomes:

- Understanding the significance of economic environment and recognize its relevance to business.
- Know the importance of economic environment and various policies.
- Understanding the relevance of economic policy to apply the same on current business practices.
- Familiar with application of these principles to appreciate the functioning of both product and input markets as well as the economy.
- To calculate optimal price of a product based on relevant cost, demand, and competitive factors.

Text Books:

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, 2010, Economics, 19th edition, Tata McGraw Hill, New Delhi.
2. Perloff and Brander, 2014, Managerial Economics and Strategy, 1st Edition, Pearson.
3. Craig H. Petersen, W. Chris Lewis, and Sudhir K. Jain, 2012, “Managerial Economics”, Pearson, Ninth impression.
4. Dwivedi D N, 2010, “Macroeconomics – Theory and Policy”, Tata McGraw Hill, (3rd ed.)

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Reference Books:

1. Dominick Salvatore, 2010, Managerial Economics- Principles and worldwide applications, 6e, Oxford Publication.
2. Jaswinder Singh, Dreamtech, 2013, Managerial Economics, Excel publications,.
3. Yogesh Maheswari, 2013, Managerial Economics, , PHI.
4. KK Dewett and MH Navalur, 2013, Modern Economic Theory, S Chand Publication.

ACCOUNTING FOR MANAGERS

Sub Code: 15MBA13	CIE:50
Hrs/ Week: 06	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- Explain and use the accounting equation in basic financial analysis and explain how the equation is related to the financial statements.
- Prepare basic entries for business transactions and present the data in an accurate and meaningful manner
- Prepare basic financial statements and explain the articulation between the basic statements.
- To analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company.

Course Content:

Module 1:

DAYANANDA SAGAR COLLEGE OF ENGINEERING

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Introduction to Accounting: Meaning and definition of accounting, need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Branches of accounting, Accounting Equations (problems on accounting equations) **(10 Hours)**

Module 2:

Preparation of Books of Accounts: Journals, Subsidiary books, Three column cash book, Ledgers and Trial balance. Depreciation- Straight line and Written down Value Methods **(8 Hours)**

Module 3:

Preparation of Financial Statements: Preparation of final accounts of sole traders and companies, Preparation of final accounts / statement of companies, both horizontal and vertical formats of financial statements. (Problems on final accounts of companies.) **(12 Hours)**

Module 4:

Analysis of Financial Statements: Comparative, common size and trend analysis, Ratio Analysis, Preparation of financial statements using ratios, Cash flow Statement (both direct and indirect method) **(11 Hours)**

Module 5:

Accounting Standards and IFRS: Need for accounting standards, IFRS and proposed changes in Indian Accounting Standards.

Emerging Issues in Accounting: Corporate Governance, Human Resource Accounting, Forensic Accounting Window Dressing **(9 Hours)**

Practical Components:

- Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
- Analysing the companies' cash flow statements and presenting the same in the class.
- Workshop on Bank Reconciliation statement.

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Course outcomes:

- Students will be able to do the practical transactions in the Books of Individuals and concerned accounts.
- Students will be able to Analyse and evaluate the Financial Statement of the companies.
- Students will be able to present the financial data's to the next level of position.
- Students will be able to analyse the recent trends in management.

Text Books:

1. M.Y.Khan & P.K.Jain (2011), Management Accounting, 5th Edition, Tata McGraw Hill.
2. R.Narayanaswamy (2015), Financial Accounting –A managerial perspective, PHI Learning, New Delhi.
3. Maheswari S. N, Maheswari Sharad K (2013), A Text book of Accounting For Management, 2/e, Vikas Publishing house (P) Ltd.
4. Jain S. P and Narang K L (2015), Financial Accounting, 9th Edition, Kalyani Publishers

Reference Books:

1. Jan Williams (2014), Financial and Managerial Accounting – The basis for business Decisions, 15th edition, Tata McGraw Hill Publishers.
2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg (2011), Introduction to Management Accounting, PHI Learning.
3. Stice & Stice (2010), Financial Accounting Reporting and Analysis, 8th edition, Cengage Learning.
4. Ashish K. Battacharya (2009), Introduction to Financial Statement Analysis, Elsevier.

QUANTITATIVE METHODS -I

Sub Code: 15MBA14	CIE:50
Hrs/ Week: 06	SEE:50
Total Hrs: 50	Exam Hours: 03

DAYANANDA SAGAR COLLEGE OF ENGINEERING

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NAAC Accredited with A Grade

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Course Objective:

- 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.

Course Content:

Module 1:

Basic Mathematics and statistics: Set theory, Progressions – Arithmetic, Geometric – application. Matrices – addition, multiplication, inverse. Introduction to statistics Data processing, Classification, Summarization, Tabulation of data, presentation Bar Diagram, Rectangle Diagram, and Pie Diagram, Choice of a suitable Diagram, Graphs: Histograms, Frequency Polygon, Cumulative Frequency Curves or Ogives, Frequency distribution, Construction of Discrete, Frequency Distribution, Continuous Frequency Distribution.

(9 Hours)

Module 2:

Measures of central tendency: Arithmetic mean, Median, Mode, Geometric mean, Harmonic Mean and Partition values, Quartiles, Deciles and Percentiles.

Measures of dispersion: Range, Quartile deviation, Standard deviation, Variance and Co-efficient of variation.

Correlation: Scatter Diagram, Karl Pearson's coefficient of Correlation, Spearman's Rank Correlation, Concurrent Deviation.

(9 Hours)

Module 3:

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

DAYANANDA SAGAR COLLEGE OF ENGINEERING

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Index Numbers: - Meaning, Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices: - Fixed base and Chain base methods. **(9 Hours)**

Module 4:

Regression: – meaning and uses, Method of Least Squares, Curve Fitting.

Time Series Analysis: Introduction, Components of Time series, Objectives of Time Series, Identification of Trend - Variations in Time Series: Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation — Methods of Estimating Trend. **(9 Hours)**

Module 5:

Testing Of Hypothesis: Sampling Concept and Definitions - Census and Sampling, Testing of Hypothesis - Concepts – types of errors – Null and Alternate hypothesis – Level of significance, One tailed and two tailed test, testing of means and proportions for small and large samples - one-sample test, testing of difference between means and proportions for small and large samples, Test of goodness of fit – Test of independence – ANOVA – one way and two way classifications, Non parametric tests. **(14 Hours)**

Practical Components:

Students are expected to Find the following parameters or Prepare for a given dataset using MS Excel and SPSS.

1. Draw all types of Diagrams and Graphs
2. Construction of one way and two way tables
3. Arithmetic Mean
4. Geometric Mean
5. Harmonic Mean
6. Median, Mode
7. Quartiles, Deciles, Percentiles
8. Minimum, Maximum, Range
9. Quartile Deviation, Mean Deviation, Standard Deviation, Variance, Coefficient of Variance
10. Co-efficients of Skewness: - Karl- Pearson, Bowley, Kelly,

DAYANANDA SAGAR COLLEGE OF ENGINEERING

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11. Correlation coefficient
12. Regression coefficient – Slope (b in $y = a + bx$)
13. Regression Constant – Intercept (a in $y = a + bx$)
14. Z-Test, t-test, F-test Values
15. Chi-Square test Values
16. Analysis of Variance (ANOVA) Values
17. Research Proposal writing

Course outcomes:

- Understand the role of statistics plays in forming business decisions.
- Prepare and perform analysis of data through common description measures.
- Evaluate business claims through use of confidence intervals, sample size, and hypothesis testing.

Text Books:

1. S. C. Gupta, 2012 , Fundamentals of Statistics, Himalaya Publishing House
2. Richard I Levin, 2013, Statistics for Management, 7/E, Pearson Education / PHI
3. Aczel and Sounderpandian, 2012, Complete Business Statistics 7/e, , Tata-McGraw Hill
4. N. D. Vohra, , 2012, Business Statistics, Tata McGraw Hill

Reference Books:

1. Srivatsava TN and Shailaja Rego, 2008, Statistics for Management, Tata McGraw Hill.
2. Ken Black, 2012, Applied Business Statistics, 7th Edition, Wiley India Edition.
3. Anderson D.R., Sweeney D.J. and Williams T.A., 2012, Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore.

BUSINESS, GOVERNMENT AND SOCIETY

Sub Code: 15MBA15	CIE:50
Hrs/ Week: 04	SEE:50

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Total Hrs: 50	Exam Hours: 03
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Course Objectives:

- To make the students able to understand the relationship between business government and Society.
- To make them to understand about the basic of business ethics
- To make the students to understand the legal aspects of business.

Course Content:

Module 1:

The Study of Business, Government and Society (BGS): Importance of BGS to Managers – Models of BGS relationships – Market Capitalism Model, Dominance Model, Countervailing Forces Model and Stakeholder Model – Historical Perspective -Global perspective-Business power, levels and spheres of corporate power

Public Policies: The role of public policies in governing business, Government and public policy, classification of public policy, areas of public policy, need for public policy in business and levels of public policy. The Industrial policy and environmental policy, Globalization and erosion of culture; Environmental concerns and corporations: The dynamic environment, seven key of environments History of environmentalism **(8 Hours)**

Module 2:

Corporate Governance: Introduction, Definition, Market model and control mode Issues in corporate governance, relevance of corporate governance, theoretical basis for corporate governance, obligation to society, obligation to investors, Obligation to employees, obligation to customers, managerial obligations, Federal regulator of Governance, Institutional investors and governance, Basel III norms.

Corporate Social Responsibility: Types and nature of social responsibilities, CSR principles and strategies, models of CSR, Best practices of CSR, CSR in Indian perspective, CSR in global context, assessing the evolving global CSR system. **(12 Hours)**

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Module 3:

Business Ethics: Meaning of ethics, business ethics, relation between ethics and business ethics, evolution of business ethics, nature of business ethics, scope, need and purpose, importance, approaches to business ethics, sources of ethical knowledge for business roots of unethical behaviour, ethical decision making, some unethical issues, benefits from managing ethics at Workplace, ethical organizations. Two theories of business ethics, costs and consequences of corruption **(7 Hours)**

Module 4:

Management of Ethics - Ethics analysis [Hosmer model]; Steps/ considerations in resolving ethical dilemma; Ethics in practice - professional ethics for functional managers; Comparative ethical behaviour of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of ethics in Corporate ethics evaluation **(7 Hours)**

Module 5:

Business Law: Law of contract - meaning of contract, agreement, essential elements of a valid contract. Law of agency- meaning, creation and termination of agency
Sale of Goods Act 1930: Definition of Sale, Sale v/s Agreement to Sell, Goods, Condition and Warranties, Express and Implied Condition, "Doctrine of Caveat Emptor", Right and duties of Unpaid Seller.

Introduction to company law, industrial law and Cyber laws:

Meaning, scope and objectives of Intellectual property law, law relating to patents, law relating to copyrights, law relating to trade mark, Negotiable Instruments Act.

(16 Hours)

Practical Components:

- Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.
- A group assignment on "The relationship between Business, Government and Society in Indian Context and relating the same with respect the models studied.

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- Case studies/Role plays related ethical issues in business with respect to Indian context.

Course outcomes:

- Understanding the significance of dynamic corporate culture of different nations.
- Know the importance of corporate governance, corporate social responsibilities.
- Understanding the relevance of economic policy to apply the same on current business practices.

Text Books:

1. John F. Steiner, 2011, Business, Government, and Society: A Managerial Perspective, Text and Cases, 12/e, McGraw-Hill.
2. Francis Cherunilam, Business and Government, HPH.
3. Fernando A. C, 2011, Corporate Governance: principles, policies and practices, 2/e, Pearson.
4. Ghosh B. N, 2012, Business Ethics and Corporate Governance, Tata McGraw-Hill.

Reference Books:

1. Lawrence and Weber, 2010, Business and Society, 12/e, Tata McGraw- Hill.
2. Bajaj P. S & Raj Agarwal, 2012, Business Ethics, Biztantra.
3. Keshoo Prasad, 2011, Corporate Governance, 2/e, PHI.
4. Balachandran V, & Chandrashekharan, 2011, Corporate Governance, Ethics and social responsibility, 2/e, PHI.

WRITTEN BUSINESS COMMUNICATION

Sub Code: 15MBA16	CIE:50
Hrs/ Week: 05	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

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- To familiarize learners with the mechanics of writing.
- To enable learners to write in English precisely and effectively.
- Practice principles of effective business writing and document design in all written documents.

Course Content:

Module 1:

Communication: Defining communication, Process of communication, Communication Model, Objectives of communication, Principles of communication, Written Communication: Purpose of writing, Clarity in writing, Principles of effective Writing, approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing , Writing , Revising , Specific writing features , Coherence , Electronic writing process.

(8 Hours)

Module 2:

Personal Communication: Journal writing, mails/emails, SMS, greeting cards, situation based – accepting/declining invitations, congratulating, consoling, conveying information

Social Communication: Blogs, Reviews (films, books), posting comments, tweets, cross-cultural communication, gender sensitivity in communication.

(9 Hours)

Module 3:

Business Letters and Reports: Introduction to business letters , Types of Business Letters , Writing routine and persuasive letters , Positive and Negative messages Writing Reports: Purpose, Kinds and Objectives of reports , Organization & Preparing reports, short and long reports Writing Proposals: Structure preparation. Writing memos

Employment Messages: Writing Resume, Application letter, writing the opening paragraph, writing the closing paragraph, summarizing.

(9 Hours)

Module 4:

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Research Writing: Articles for publication (Journals), developing questionnaire, writing abstract, dissertation, qualities of research writing, data (charts, tables) analysis, documentation.

Case Method of Learning: Understanding the case method of learning , Different types of cases , Difficulties and overcoming the difficulties of the case method , Reading a case properly (previewing, skimming, reading, scanning) , Case analysis approaches (Systems, Behavioural, Decision, Strategy) , Analysing the case , Dos and don'ts for case preparation , Discussing and Presenting a Case Study. **(9 Hours)**

Module 5:

Media management: The press release, Press conference, Media interviews documents;
Group Communication: Meetings , Planning meetings , objectives , participants , timing , venue of meetings, Meeting Documentations: Notice, Agenda, Resolution, and Minutes.
Workshop on: Report writing, Project proposal and progress report writing.

(15 Hours)

Practical Components:

- Give exercises for clarity and conciseness in written communication.
- Group Activity: Form Student groups and ask them to write a persuasive letter and proposal for an innovative product or service. Circulate the work from each group among all other groups and ask them to evaluate the letter and proposal in line with possible responses to a letter (pleased, displeased, neither pleased nor displeased but interested, not interested)

Course Outcomes:

- Able to receive and give clear instructions, comprehend, write reports, prepare documentation and make effective presentations.
- Able to express themselves in different genres of writing from creative to critical to factual writing
- Able to read quite widely to acquire a style of writing, and identify their areas of strengths and weaknesses in writing

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Text Books:

1. Raymond V Lesikar, John D Pettit, and Mary E Flatly. 2009. Lesikar's Basic Business Communication. 11th ed. Tata McGraw Hill, New Delhi.
2. Sharan J Gerson and Steven M Gerson. 2008. Technical Writing: Process and Product. Pearson Education, New Delhi
3. Munter, Mary, 1999, "Consult/Join Meetings." In Guide to Managerial Communication: Effective Business Writing and Speaking. 5th ed. Upper Saddle River, NJ: Prentice Hall

Reference Books:

1. E. H. McGrath, S.J. 2012. Basic Managerial Skills for All. 9th ed. Prentice Hall of India, New Delhi
2. Business Communication: Process & Product, 7th edition, by Mary Ellen Guffey and Dana Loewy
3. Courtland L. Bovee's, 2010, Business Communication Today, tenth edition

SEMESTER II

HUMAN RESOURCE MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

Sub Code: 15MBA21	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objective:

- To develop a meaningful understanding of HRM theory, functions and practices.
- To apply HRM concepts and skills across various types of organizations.
- To provide an overview of theories and practices in organizational behaviour in individual, group and organizational level.

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Course Content:

Module 1:

Introduction: Meaning, nature, scope of HRM. Importance and Evolution of the concept of HRM, Major functions of HRM, Principles of HRM, Organization of Personnel department, Role of HR Manager. HRM's evolving role in the 21st century.

Job Analysis: Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification, Role Analysis, Job Vs Role.

Human Resource Planning: Objectives, Importance and process of Human Resource Planning, Effective HRP. Manpower Planning Vs HR Planning.

(12 Hours)

Module 2:

Recruitment: Definition, Constraints and Challenges, Sources and Methods of Recruitment, New Approaches to recruitment.

Selection: Definition and Process of Selection.

Placement: Meaning, Induction/Orientation, Internal Mobility, Transfer, Promotion, Demotion and Employee Separation.

Training and development: Training v/s development, Training v/s Education, Systematic Approach to Training, Training Methods, Coaching and Mentoring, Executive Development, Methods and Development of Management Development, Career and Succession Planning.

(12 Hours)

Module 3:

Performance Appraisal: Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal, Essential Characteristic of an Effective Appraisal System, Performance Management.

Compensation: Objectives of Compensation Planning, Job Evaluation, Compensation Pay Structure in India, Factors Influencing Compensation Levels, Executive Compensation, Wage and Salary Administration.

(8 Hours)

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Module 4:

Employee Welfare: Introduction, Types of Welfare Facilities and Statutory Provisions.

Employee Grievances: Employee Grievance procedure, Grievances Management in Indian Industry.

Discipline: Meaning, Approaches to Discipline, Essential of a Good Disciplinary System, Managing Difficult Employees, Industrial relations and Industrial disputes. **(4 Hours)**

Module 5:

Organisational Behaviour: Individual, group behaviour. Leadership & power, Dynamics of Organisational Behaviour

Work Shop on 1. MBTI 2. Coaching & developing staff **(14 Hours)**

Practical Components:

- Expose students to simulated recruitment exercises- Job profile, personal profile, advertisements etc.
- Expose students to standard selection tests followed in various sectors.
- Exploring performance appraisal practices in various sectors.
- Exploring training and development practices.
- Exploring employee separation practices.
- Give a job analysis case and ask the students to prepare job description and job specification.
- Conduct a debate on company employees versus contract employees.
- Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.
- Give a performance goal setting case and ask the students to perform dyadic role playing.

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Course Outcomes:

- Students will appreciate the multi-dimensional nature of Human Resource Management.
- Able to identify the human resource requirement for an organization and will be able to fill the requirements.
- Better understanding of human behaviour in organization. They will know the framework for managing individual and group performance.

Text Books:

1. Dessler, 2011, "Human Resource Management", (12th ed.), Pearson Education Limited
2. Edwin B Flippo, 1984, "Personnel Management", (6th ed.), Tata McGraw-Hill.
3. Rao V. S. P, 2010, Human Resource Management, Excel Books.
4. Luthans, Fred (2011), Organizational Behaviour, McGraw Hill International Publication, New Delhi, India

Reference Books:

1. Cynthia D. Fisher, 2012, Human Resource Management, 3/e, AIPD, Chennai.
2. John M. Ivancevich, 2013, Human Resource Management, 10/e, McGraw Hill.
3. Luis R Gomez-Mejia, 2014, David B. Balkin, Robert L. Cardy, 2010, Managing Human Resources, 6/e, PHI.
4. P.Subba Rao, 2012, Human Resource Management & Industrial relations, Himalaya Publishing House.

FINANCIAL MANAGEMENT

Sub Code: 15MBA22	CIE:50
Hrs/ Week: 06	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

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- To explain the basic functions and responsibilities of a financial department in a business / firm.
- To elaborate the key decision areas in financial management-investment, financing, dividend and working capital management.
- To explain the various techniques of evaluation of investment proposals.
- To discuss the various factors to be considered in designing the target capital structure.

Course Content:

Module 1:

Introduction to financial management: objectives of financial management – profit maximization and wealth maximization, Changing role of finance managers. Interface of Financial Management with other functional areas.

Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only)

Time Value of Money: Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity, Simple interest & Compound interest, Capital recovery & loan amortization. **(12 Hours)**

Module 2:

Cost of Capital: Basic concepts, Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model). Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital. **(8 Hours)**

Module 3:

Investment Decision : Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted

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payback period, accounting rate of return, Estimation of cash flow for new project, replacement projects. **(12 Hours)**

Module 4:

Working Capital Management: Factors influencing working capital requirements. Current asset policy and current asset finance policy, Determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm (Does not include Cash, Inventory & Receivables Management) **(6 Hours)**

Module 5:

Capital Structure and Dividend decisions: Planning the capital structure. (No capital structure theories to be covered) Leverages – Determination of operating leverage, financial leverage and total leverage, Dividend policy – Factors affecting the dividend policy - dividend policies- stable dividend, stable payout. (No dividend theories to be covered).

Emerging issues in Financial Management : Mergers and Acquisitions, Behavioural Finance, Excel modules (Basic), risk management, modern banking systems, online banking, stock market, mutual funds, (Theory Only).

Work Shop on 1. Workshop on Excel Modelling (Basic module) 2. Students will be asked to analyze the working capital management of different companies. **(12 Hours)**

Practical Components:

- Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.
- Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
- Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.

Course Outcomes:

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- Identify legal issues that impact financial and other risks affecting business.
- Explain the concept of leverage and the benefits and costs associated with debt financing
- Identify the major sources of short-term financing available to the firm
- Apply future value and present value concepts to single sums, mixed streams, and annuities
- Identify relevant cash flows for capital budgeting projects and apply various methods to analyze projects

Text Books:

1. James C Van Horne – Financial management and policy, Prentice Hall publication.
2. Brigham and Houston – Financial Management, Cengage Learning.
3. Raymond M Brooks – Financial management, Cambridge publications
4. I M Pandey , 2014, Financial Management, 10th edition, Vikas Publishing House

Reference Books

1. Khan & Jain, 2011, Financial Management, 6th edition, Tata McGraw-hill publishing limited.
2. Prasanna Chandra, 2011, Financial Management theory and practices, 8th edition, Tata McGraw-hill publishing limited.
3. Shashi K Gupta & R K Sharma , 2014, Financial Management, 8th revised edition, Kalyani publishing.

QUANTITATIVE METHODS -II

Sub Code: 15MBA23	CIE:50
Hrs/ Week: 06	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To learn the concepts of operations research applied in business decision making.

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- To understand model formulation and applications those are used in solving business decision problems
- To impart knowledge in concepts and tools of OR and QT.

Course Content:

Module 1:

Introduction to Operations Research: Definition, scope of Operations Research, characteristics, advantages and limitations, Quantitative approach to decision making, models & modelling in Operations Research. Linear programming, Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Guidelines for formulation of linear programming model, graphical method, algorithm (Only illustrative problems) Duality in linear programming. **(8 Hours)**

Module 2:

Transportation problem: General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM & VAM), test for optimality (MODI Method), degeneracy (theory only), Assignment problems, Introduction, General structure, Problems on minimization & maximization. **(10 Hours)**

Module 3:

Decision theory: Decision under uncertainty- Maxmin & Minmax, decision under Risk- Expected Value, decision tree problems, Job Sequencing- N Jobs-two machines and N Jobs-three machines, 2 jobs-M machines cases.

Theory of games- formulation of game models, Two person Zero sum games & their solution, 2 x N and M x 2 games, pure strategy games with saddle point, Mixed strategies (Graphical and algebraic methods), Limitations of game theory. **(10 Hours)**

Module 4:

Simulation: Process of simulation, types of simulation, steps in simulation process, Monte Carlo simulation, application in queuing, inventory, finance, marketing and HR areas,

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Advantages & Disadvantages. Queuing theory, General structure of queuing system, operating characteristics of queuing system, Queuing models (Problems on M/M/1).

(10 Hours)

Module 5:

Project management: Structure of projects ,phases of project management-planning, scheduling, controlling phase, work break down structure, project control charts, network planning, PERT & CPM ,Network components & precedence relationships, critical path analysis, probability in PERT analysis, theory of crashing.

Work shop on PERT & Modelling.

(12 Hours)

Practical Components:

- Solving and analysing theoretical problems by using software packages like excel-data analysis, TORA and MS-Project.

Course Outcomes:

- To build and solve Transportation Models and Assignment Models.
- Be able to understand the characteristics of different types of decision-making environments.

Text Books:

1. Anderson Sweeney, Williams, 2011, Quantitative Methods for Business, 10th edition, Cengage
2. Frederick S. Hillier, Gerald J. Lieberman, 2011, Introduction to Operations Research ,9/e, Tata McGraw-Hill.
3. Pradeep Prabakar Pai, Operations Research - Principles and Practice, Oxford Higher Education.
4. Samuel J. Mantel, Jr, Jack R. Meredith, Scott M. Shafer, Margrett M. Sutton with MR Gopalan, 2011, Project Management , Wiley India.

Reference Books:

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1. Hamdy A Taha, 2004, Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint.
2. G. Srinivasan, 2007, Operations Research – Principles and Applications, PHI.
3. Gupta P.K, Hira D.S, 2007, Problem in Operations Research, S.Chand and Co.
4. Kalavathy S, 2004, Operations Research, Second Edition, Vikas Publishing House

MARKETING MANAGEMENT

Sub Code: 15MBA24	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To make the students understand the basic concepts of marketing management.
- To understand and apply the concepts of Segmentation, Targeting and positioning (STP)
- To have an understanding of consumer behaviour, market research and services marketing.
- To understand and apply the concepts of marketing mix in practice.

Course Content:

Module 1:

Introduction to basic marketing concepts: Definition of marketing; nature and scope of marketing, evolution and importance; various marketing orientations; difference between marketing and sales ; concepts of need, want and demand, customer value, satisfaction.

Analysing the Marketing Environment:

Micro environmental forces: company suppliers, marketing intermediaries, competitors, publics and customer. Macro environmental forces: Demographic, Economic, cultural, natural, technological and political and social environments.

Consumer buying behaviour & Segmentation, Targeting, Positioning

Types of market: Consumer and business markets, difference between consumer and

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business markets; Consumer versus organizational buying behaviour; factors affecting consumer behaviour. **(12 Hours)**

Module 2:

Market segmentation: Bases of segmenting consumer and business markets, evaluating market segments, selecting target market strategies. Positioning and differentiation: Concepts, product differentiation strategies, tasks involved in positioning, positioning map.

Types of consumer buying decision behaviour: Complex buying behaviour, Dissonance reducing buying behaviour, habitual buying behaviour and variety seeking buying behaviour.

(12 Hours)

Module 3:

Products and services

Concepts, difference between products and services, 7p's of services, product levels, product line, product mix; product line and product mix decisions; product life cycle; new product development process; packaging and its importance.

Pricing and distribution

Pricing: Meaning and significance in marketing; factors influencing pricing; pricing strategies: value based, cost based, market based, competitor based. Marketing channels: Meaning; types of distribution channels in consumer and business markets; channel design and management; channel conflict and control. **(10 Hours)**

Module 4:

Integrated marketing communications: Meaning and importance of marketing communication; communication process Advertising: objectives; Advertising budget, AIDA model, concepts of copy, message, and media. Promotion: Need and Types of promotion; concepts of push and pull strategies. Personnel selling: concepts, steps involved in personnel selling Publicity: Objectives, types of public relations. Direct marketing: Meaning, Ecommerce, Marketing planning: Steps in market planning, Market audit: need and process.

(8 Hours)

Module 5:

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Marketing Research: Introduction, Importance of marketing research, marketing research process, Applications of marketing research, survey.

Workshop on Digital Marketing, Market Analytics

(8 Hours)

Practical Components:

- Consider a few products like mobile phone, shoes, clothes etc and analyse their buying motives.
- Analyse the various colleges in a city – how are they segmented? If you were to start a new MBA college, how would you position it? What would your parameters be?
- Analyse the product life cycle of a few common products like jeans, pagers, desktop computers etc etc.
- Go to a supermarket and study the pricing, packaging and advertising strategy of some FMCG companies like Levers, Godrej, ITC, Britannia, Parle, and others in some products like soaps, biscuits, juices etc.
- Take any consumer product like soaps, biscuits etc and study the marketing organization of the company producing it.

Course outcomes:

- Demonstrate the understanding of basic concepts about marketing management and analyse the environmental forces that can affect a company.
- Demonstrate an understanding of the various consumer behavioural factors which can affect consumer decision making and the decisions a marketing manager has to take in designing the marketing mix.
- Demonstrate the ability to apply the theoretical concepts in marketing to analyse and solve marketing cases.

Text Books:

1. Kotler Keller, Koshy, Jha, Kotler, 2013, Marketing Management: Pearson, 14/e.
2. Ramaswamy & Namakumari, 2013, Marketing Management: the Indian context, TMH, 1/e.
3. M J Etzel, BJ Walker, William Stanton, 2007, Fundamentals of Marketing Management, ,

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TMH 14 th Edition.

4. Philip Kotler, Gary Armstrong, 2005, Principles of Marketing, Pearson /PHI 12th Edition.

Reference Books:

1. McDaniel, Lamb, Hair, 2013, Marketing, 2nd edition, Thomson.
2. Rajan Saxena, 2010, Marketing Management, 3rd edition TMH.
3. Subhash G Jain, 2004, Marketing Management, 6th Edition, Thomson.
4. Evans & Berman, 2005, Marketing, 2/e, Biztantra.

ORAL BUSINESS COMMUNICATION

Sub Code: 15MBA25	CIE:50
Hrs/ Week: 05	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To develop and deliver an individual presentation, using appropriate and effective visual support.
- To make the students to demonstrate various competences in communication skills, critical thinking skills relating to the presentation of messages.
- To make them develop and inbuilt with an effective communication and understanding of the same creates an impact of culture on communication.
- To help the students to have an understanding of various theoretical concepts and interpreting the same into reality.

Course Content:

Module 1:

Oral Communication: Meaning , Principles of successful oral communication , Barriers to communication, Conversation control , Reflection and Empathy: two sides of effective oral communication, Modes of Oral Communication, Listening as a Communication Skill, Non-verbal communication. **(9 Hours)**

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Module 2:

Preparation for Background Speech; Pronunciation & enunciation; Beginning and ending speeches; Preparation for the Wild Card Speech; Preparation for the Manuscript Speech; Outlining Conferences; Manuscript Speeches; Preparation for the Panel: Panel workshop; Preparation for the Informative Speech; Conferences Preparation for Impromptu Speeches; speaking workshop; Preparation for Persuasive Speeches. **(9 Hours)**

Module 3:

Social Communication: Telephone calls (official), colleagues in the work spot, discussing issues (social, political, cultural) clubs (any social gathering), answering questions, talking about films, books, news items, T.V. programs, sharing jokes. **(9 Hours)**

Module 4:

Interview Skills: Types of interview, preparation for interview, mock interview. Group Discussion, Communication skills in Group Discussion, Structure of GD, GD process, successful GD techniques, and skills bought out in GD, leadership and coordination. Time management and effective planning: identifying the barriers to effective time management, prudent time management techniques, relationship between time management and stress management. Stress management –causes and effect, coping strategies. **(9 Hours)**

Module 5:

Presentation Skills: What is a presentation - Elements of presentation - Designing & Delivering Business Presentations - Advanced Visual Support for Managers; Media management- media interviews; Business etiquettes; Impact of Technological Advancement on Business Communication - Technology-enabled Communication ,Communication networks ,Intranet ,Internet ,e-mails , SMS ,teleconferencing - videoconferencing .

Workshop: Presentation, Group communication.

(14 Hours)

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Practical Components:

- Demonstrate the effect of noise as a barrier to communication
- Make students enact and analyze the non-verbal cues
- Demonstrating using Communication Equipment's like Fax, Telex, Intercoms, etc,
- Demonstrating Video conferencing & teleconferencing in the class.

Course Outcomes:

- Able to use a strategic communication model and critical thinking to identify objectives, analyse audiences, and choose the most effective structure and style for delivering strategically sound written and spoken messages.
- Helps to know non-verbal communication, public relations, advertising, and new media so that students are fully prepared to enter new world of work.
- Able to hold interesting and meaningful conversations with others, including strangers, and listen to others with utmost attention.

Text Books:

1. Courtland L. Bovee's, 2010, Business Communication Today, tenth edition, Pearson.
2. Lesikar, Raymond V., John D Pettit, and Mary E Flatly Lesikar's, 2012, "Basic Business Communication", (12th ed.), Tata McGraw-Hill, New Delhi.
3. Gronbeck, Bruce E & German, Kathleen &Ehniger, Douglas & Monroe, 1997, "Principles of Speech Communications", Alan H, (13th ed.), Harper Colling Publishers, New York.
4. Effective Communication, 1999, Harvard Business Review, Harvard Business School Publishing Corporation, USA.
5. E. H. McGrath, S.J. 2012. Basic Managerial Skills for All. 9th ed. Prentice-Hall of India, New Delhi

Reference Books:

1. Mary Ellen Guffey, 2002, Business Communication: Process and Product 3/e,

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Cengage Learning.

2. Lesikar, Flatley, Rentz&Pande, 2010, Business Communication , 11/e, TMH
3. Lehman, DuFrene, Sinha, 2012, Business Communication -, Cengage Learning, 2/e.
4. Madhukar R. K, Business Communication -, 2/e, Vikas Publishing House.

ENTREPRENEURIAL DEVELOPMENT

Sub Code: 15MBA26	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To develop and strengthen entrepreneurial quality and motivation in students. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.
- To make understand the advanced knowledge regarding the process of bringing new skills, knowledge or technology to the market.
- The make the student to gain an up to date knowledge in regard to process of assessing the potential of new technology and current market.

Course Content:

Module 1:

Entrepreneur: Meaning of entrepreneur: Functions of an Entrepreneur, Types of Entrepreneur, Intrapreneur, and Concept of Entrepreneurship-Evolution of Entrepreneurship: Development of Entrepreneurship; The Entrepreneurial Culture; Stages in entrepreneurial process. **(8 Hours)**

Module 2:

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Creativity and Innovation: Creativity, Exercises on Creativity, Source of New Idea, Ideas into Opportunities. Creative Problem Solving: Heuristics, Brainstorming, Synectics, Value Analysis Innovation and Entrepreneurship: Profits and Innovation, Globalization, Concept and Models of Innovation, Importance of Intellectual Property Rights. **(8 Hours)**

Module 3:

Business Planning Process: Meaning of business plan, Business plan process, Advantages of business planning, Marketing plan, Production/operations plan, Organization plan, financial plan, and final project report with feasibility study, preparing a model project report for a new venture.

Institutions supporting entrepreneurs: Small industry financing developing countries, Overview of financial institutions in India, Central and state level institutions, SIDBI, NABARD, IDBI, SIDCO, Indian Institute of Entrepreneurship, DIC, Single Window, Latest Industrial Policy of Government of India. **(10 Hours)**

Module 4:

Family Business: Importance of family business, Types, History, Responsibilities and rights of shareholders of a family business, Succession in family business, drawbacks of the family business, strategies for improving the capability of family business, improving family business performance. **(10 Hours)**

Module 5:

Informal risk capital and venture capital: Informal risk capital market, venture capital, nature and overview, venture capital process, locating venture capitalists, approaching venture capitalists.

Social Entrepreneurship: Social enterprise-need, types, characteristics and benefits of social enterprises-Social entrepreneurship, Rural entrepreneurship-need and problems of rural entrepreneurship, challenges and opportunities-Role of government. Workshops on 1. Business plan 2. Creativity workshop **(14 Hours)**

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Practical Components:

- Make a business plan for your intended business, talk to bankers to find out what they look for in a business plan , modify accordingly and present it in the class
- Analyse the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?
- Interview a local entrepreneur to find out his/her major motivations to start a business which of the skills and characteristics do you find in the entrepreneur?
- Study a local for-profit business and try to list out the positive social impacts of the business.

Course outcomes:

- Students will gain knowledge and skills needed to run a business.
- Study & Understand documents relating to business plan.
- Ability of generating new innovative ideas and put them into practice.

Text Books:

1. Rober D Hisrich, Michael P Peters, Dean A Shepherd, 2007, Entrepreneurship, 6/e, The McGraw-Hill companies.
2. Frederick, H; Kuratko D.F &Hodgetts, (2010). Entrepreneurship: Theory, Process, & Practice. Asia-Pacific 2 nd ed. R.M. Publisher: Cengage Learning.
3. Jack Trout, Al Ries, (2012), "Marketing Warfare", (20th ed.), Tata McGraw-Hill
4. Cynthia .L.Greene, 2012, "Entrepreneurship ideas in action", (5th ed.), Thompson, Southwestern.

Reference Books:

1. Mathew Manimala, 2005, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, 2nd Edition, Biztrantra ,.
2. Raj Shankar Vijay , 2006, Entrepreneurship-Theory and Practice , Nicole Imprints Pvt. Ltd,.
3. Rajiv Roy, 2011, Entrepreneurship, 2/e, Oxford University Press.

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SEMESTER III

GUIDELINES FOR 6 WEEK INTERNSHIP (Organization Study) (15MBA31)

BETWEEN 2ND AND 3RD SEMESTER MBA

OBJECTIVE

To expose the students to understand the working of the organization/ company / industry and take up Organization Study

GENERAL GUIDELINES:

- The project work shall be for a period of 6 weeks immediately after the completion of 2nd Sem Examinations but before the commencement of the 3rd semester classes.
- The Subject code of the Organization Study report shall be 15MBA31 and shall be compulsory for all the students opting for all specializations.

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- The College shall receive 3 copies of project reports prior to the commencement of the 3rd semester.
- No two students of an institute shall work on the same problem in the same organization.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- On completion of the project work, student shall prepare a report with the following format.
- The Project report shall be prepared using word processor viz. MS Word with Times New Roman, 12 font size.
- All the reports shall be printed in the A4 size 1" margin on all the sides.
- The report shall be hard bound facing sheet indicating the title of college and month & year of admission (spiral binding not permitted).
- A certificate by the guide, HOD and Head of the institution indicating the bonafide performance of the project by the student to be enclosed.
- An undertaking by the student to the effect that the work is independently carried out by him.

Format of the Organization Study Report to be submitted

Format of the Organization Study report shall be prepared using the word processor viz., Times New Roman font sized 12, on a page layout of A4 size with 1" margin all sides and 1.5line spacing. All subsection should be numbered like 1.1, 1.2, and 1.3 etc. (For subsections of chapter 1). The internship report shall not exceed 100 pages.

Contents to be included in the Organization Study Report

Title Page

Certificate from the Organization

Certificate from the College

Declaration

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Acknowledgement

Abstract (One page)

Contents

Chapter 1: Introduction about the Organization

Chapter 2: Industry Profile, which your chosen organization belongs to

Chapter 3: Organization in detail with all Information includes:

- General Information
- Organization Structure & Organization Chart
- Role and Responsibilities of various Executives
- Process/activities/products/services
- Individual Departments and its Structures/functions/activities
- Decision Making Process in each of the departments with data flow
- Details of the strategies used for various activities
- Details of the competitors and the organization's present position/status etc

Chapter 4: Details of Financial Analysis with support of Balance sheet and other such documents.

Chapter 5: Details of SWOT Analysis, McKinney's 7 s Model and Porters 5 Force Model

Chapter 6: Findings and Recommendations

Chapter 7: Conclusions

Chapter 8: Learning Experience

- Bibliography: As per APA format
- Plagiarism Report
- Weekly Report
- Evaluation Report from the organization

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- Annexures:

EVALUATION

- Internal evaluation will be done by the internal guide.
- Viva-Voce / Presentation: A viva-voce examination will be conducted, where a student is expected to give a presentation of his/ her work. The viva – voce examination will be conducted by the HOD / Senior Professor of the department with Internal Guide.

VIVA VOCE

Sl.no	DETAILS	MARKS
1	PRESNTATIONS SKILLS	05
2	COMMUNICATION SKILLS	05
3	SUBJECT KNOWLEDGE	10
4	FUNCTIONAL STUDY	10
5	ANALYSIS	10
6	FINDINGS AND/ OBSERVATION	10
	TOTAL	50

Production and Operations Management

Sub Code: 15MBA32	CIE:50
Hrs/ Week: 03	SEE:50
Total Hrs: 40	Exam Hours: 03

Course Objectives:

- To explain the key concepts and issues of production and operations Management in both manufacturing and service organizations
- To understand the strategic role of production management in creating and enhancing a firm's competitive advantages

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- To demonstrate the role of project management in modern day business organisations

Course Content:

Module 1:

Introduction to Operations Management: operations management meaning, Production system concept, Transformation process, difference between products and services, OM in the organizational chart, operations as service, Historical development of OM, Current issues in operations management, Operations strategy, competitive dimensions, operations strategy in manufacturing, developing manufacturing strategy, operations strategy in services **(6 Hours)**

Module 2:

Design of Product, Process and Work Systems: Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues, Process – Planning, Selection, Strategy, Major Decisions. Work Study – Objectives, Procedure, Method Study and Motion Study, Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity. **(10 Hours)**

Module 3:

Forecasting : Forecasting as a planning tool, forecasting time horizon, short and long range forecasting, sources of data, types of forecasting, qualitative forecasting techniques, quantitative forecasting models – Linear regression, Moving average, Weighted moving average, Exponential smoothing, Exponential smoothing with trends, Measurement of errors, Monitoring and Controlling forecasting models. **(8 Hours)**

Module 4:

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Facility Planning: Facilities location decisions, factors affecting facility location decisions and their relative importance for different types of facilities, Facility location models.

Facility layout planning: Layout and its objectives for manufacturing operations, warehouse operations, service operations and office operations., principles, types of plant layouts – product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes. **(10 Hours)**

Module 5:

Materials Management: Role of Materials Management- materials and profitability, Purchase functions, Procurement procedures including bid systems.

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. Stores- types, functions, roles responsibilities, Inventory records **(6 Hours)**

Practical Components:

- Students have to study plant layout used for various types of organizations like manufacturing firms, retail outlets, hospitals, hotels etc. and prepare a report.
- Visit any industrial unit & use the theoretical knowledge to understanding the operations and prepare a report.

Course Outcomes:

- Recognise the scope of Production and Operations Management and its role in creating competitive advantage for business organisations.
- Understand the concept and contribution of various constituents of production operations viz. Location planning, Layout planning, Work study, Inventory management towards effective production and operations management.

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- Acquaint with Tools viz. ABC, VED, FSN analysis and their contribution towards production and operations management.

Text Books:

- Sridhar Bhat K (2014), Operations Management, HPH
- Norman Gaither, Greg Frazier (2011), Operations Management, 9/e, Cengage learning
- Richard B. Chase(2012), Operations Management, 11/e, TMH
- Terry Hill(2012), Operations Management, 3/e, Palgrave Macmillan
- Mahadevan (2010), Operations Management, 2/e , Pearson Publication

Reference Books:

- Upendra kachru (2009), Production and Operations Management: Text and cases, 1/e, Excel Books
- Byron J. Finch(2008), Operations Now, 3/e, Tata Mc-Graw Hill
- Russel and Taylor(2009), Operations Management: Along the supply chain, 6/e, Wiley India
- Cecil Bozarth (2011), Introduction to Operations and Supply Chain Management, Pearson Publications
- Everette E. Adam, Jr, and Ronald J. Ebert (2010), Production and Operations Management,5/e, PHI

International Business Management

Sub Code: 15MBA33	CIE:50
Hrs/ Week: 03	SEE:50
Total Hrs: 40	Exam Hours: 03

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Course Objectives:

- To demonstrate the environmental aspects of international business including socio-cultural, political, financial and economic factors
- To understand the relationship between international business transactions and the integration of functional activities of firms.
- To identify important opportunities and challenges in the international environment and design strategies to deal with them effectively.

Course Content:

Module 1:

Introduction to International Business: Introduction, Evolution, Elements of international business, Drivers and Challenges of IB as compared to Domestic Business, National and organizational competitive advantage over the world.

International Business Environment: Introduction, Economic environment, Political environment, Models to aid international managers. **(8 Hours)**

Module 2:

Globalization: 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. **(8 Hours)**

Module 3:

Regional Economic Integration: Introduction, Different levels of integration between Countries; European Union, NAFTA, ASEAN, EFTA, SAARC, SAPTA, The ANDEAN community, MERCOSUR.

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Institutional Support to International Business: UNO, IMF, World Bank, UNCTAD, WTO
(8 Hours)

Module 4:

Global Trade and Investment: Foreign Investments, types of foreign investments, motives, understanding of international payment mechanism, documentation in International Trade, Financing Techniques, Export Promotion Schemes, Export Import Finance. **FDI:** FDI in World Economy, horizontal and vertical FDI, benefits of FDI to home and Host Country, FDI-Indian Scenario.
(10 Hours)

Module 5:

Global Perspective-Technology Transfers, Issues arising out of technology transfers, Global sourcing, reasons for global sourcing, advantages and disadvantages, challenges for Indian Businesses, International Marketing management, Concept of International financial management, introduction to International Human resource management, Ethics in Internal Business.
(6 Hours)

Practical components:

- Students may visit an export firm and find out the challenges and opportunities in international business environment.
- Students can study an Indian Company & an MNC and compare their business ethics and prepare a report.

Course Outcomes:

By the end of the semester, students would be able to:

- Identify and evaluate the complexities of international business and globalization from home versus host-country, and regional, cultural perspectives.
- Analyse the relationships between international business and the political, economic, legal and social policies of countries, regions and international institutions.

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- Critically analyse and interpret the events relating to globalization and international business

Text Books:

1. Deresky(2014), International Management: Managing across borders and culture, Pearson Education
2. Sundaram & Black(2011), International Business Environment, Prentice Hall of India
3. Bhalla& Raju(2012), International Business Environment, Anmol Publisher
4. Apte, P.G.(2011), International Financial Management, 6th Ed, Tata McGraw Hill
5. Charles (2013),Global Business Today, 8th Ed, Tata McGraw Hill

Reference Books:

1. Hill C.(2008), International Business, Tata McGraw Hill
2. Thakur, M., Burton & Gene, E (2007), International Management, Tata McGraw Hill
3. Hodgetts, R. and Luthens (2009), F, International Management, McGraw Hill Inc.
4. Daniels, John D. and Radebaugh, Lee H (2007), International Business, Wiley India.

Marketing Electives:

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Marketing Electives 3rd Semester	
Subject Code	Subject
15MBAMM34	Sales, Distribution and CRM
15MBAMM35	Retail Management
15MBAMM36	Consumer Behaviour & Market Analytics
15MBAMM37	Digital Marketing

SALES, DISTRIBUTION AND CRM

Sub Code: 15MBAMM34	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

Student will

- Understand concepts, techniques and approaches required for effective decision making in the area of Sales Management.
- Develop skills for generating, evaluating and selecting sales strategies.
- Get insight on channel design and handling channel conflicts.
- Learn to use CRM as a tool for improved sales and distribution.

Course Content:

Module 1:

Introduction: Meaning, Evaluation, Importance, Personal Selling, Emerging Trends in Sales Management, qualities and responsibilities of sales manager, Types of sales organizations, Time management for sales manager and sales person. **(12 Hours)**

Module 2:

Selling Strategies & Sales force Motivation: Selling and business Styles, Selling skills, Selling

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process, Sales presentation, Handling customer objections, Follow-up action.

Sales territory: meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota; Methods of setting quota, Recruitment and selection of sales force,

Training of sales force: Process and factors motivating sales force, Compensation-Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process. **(12 Hours)**

Module 3:

Distribution and Channel Designing: Channel structure, role of intermediary; Distributor & retailer management; Reverse distribution.

Channel designing approach; Framework for taking Channel Decisions; Multi channel designs; Dilemmas in channel correction; Make or buy decision in channel management.

(8 hours)

Module 4:

Managing Marketing Channels: Need for channel management; Channel conflict; Channel Power; Operational issues in channel Management

Physical distribution: Trade-off's involved; Total system cost approach. Case study on logistics **(6 hours)**

Module 5:

Application of CRM in Sales: CRM in Marketing, Evolution, CRM Process and Bonding with customers, Framework, Marketing Automation, Call Routing, Data Warehousing, Data Mining, Customer Retention Strategies, Building capabilities through internal marketing.

(12 Hours)

Practical Components:

- Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession
- Visit a company. Get a sales assignment. Make a sales call to that company's client and make a presentation.

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- Design a CRM campaign to improve sales for a company.

Course outcomes:

After the course, the student will be able to

- Play a role in customer value creation process.
- Assess the distribution channel members and strategize on leveraging them for better firm performance.
- Apply CRM tools for better customer relationship and retention.

Text Books:

1. Johnston, M. W., & Marshall, G. W. (2016). Sales force management: Leadership, innovation, technology. Routledge.
2. A. Nag (2013). Sales & Distribution Management, McGraw Hill.
3. Gupta SL (2007). "Sales & Retail Management, Indian perspective" by Excel Books.
4. Johnston, M. W., & Marshall, G. W. (2005). Relationship selling and sales management. Irwin/McGraw-Hill.

Reference Books:

1. Gounaris, S. (2016). Sales management. The Marketing Book.
2. Johnston, M. W., & Marshall, G. W. (2016). Sales force management: Leadership, innovation, technology. Routledge.
3. Powers, T. L. (2016). History of selling and sales management. The Routledge Companion to Marketing History, 225.
4. Dalrymple, D. J., Cron, W. L., & DeCarlo, T. E. (2004). Sales management. Wiley.
5. Sahu, P. K. (2003). Salesmanship and Sales management. Vikas Publishing House Pvt Ltd.
6. Venugopal, P. (2001). Marketing Channel Management: A customer-centric approach. New Delhi: Response Books.

RETAIL MANAGEMENT

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Sub Code: 15MBAMM35	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To understand how retailers develop a retail mix to build a sustainable competitive advantage.
- To Explain how retailers use communication tools to build a brand image and customer loyalty.
- To Understand how the integration of merchandise management and supply chain strategies leading to excellent customer service.

Course Content:

Module 1:

Introduction to Retail: Meaning of Retail, Functions of a retailer, Rise of the Retail sector, Rise of consumerism, Global retail market, Challenges and opportunities, Empowered consumer-Technology enabled effectiveness, Evolution of Retail in India, Drivers of Retail change in India, Size of Retail in India: Clothing, Textiles and Fashion accessories-Food and Food services, Books & Music. **(12 Hours)**

Module 2:

Retail Theories, Types of retailers, Retail Formats, Retail Consumer Behaviour, Retail Marketing Mix, Retail Market Strategy.

Retail Pricing: Price Setting, Pricing Strategies, and Effectiveness-Sales Promotion by pricing strategy-Procter and Gamble's Value Pricing Strategy-Sales Promotion. **(12 Hours)**

Module 3:

Retail Location & Design Decisions: Merchandise Planning, Managing Assortments, Store Management, Layout, Design, Space Management, Visual Merchandising.

Retail design: Aesthetics, Customer Service, Retail Atmospheric and its elements.

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Location Decisions: Catchment Area Analysis, Trading Area Analysis, site selection, store formation size and space allocation, store security and credit management.

(10 Hours)

Module 4:

Retail Communication Mix: Retailer Promotions, Consumer Oriented Promotions (Coupons, Rebates, and Loyalty Programs), Retail Equity, Calculating Promotion Profitability-Trade Deals.

(6 Hours)

Module 5:

Marketing Channels: Merchandise plans forecasts, innovativeness, assortment decisions, brand decisions, timing and allocation, merchandise pricing, Technology in Retailing, Future of Retailing, Online retail & Business model. Channel Structure and functions, Vertical Integration, Strategic Alliances, Channel Power, Warehousing, Material Handling, and Transportation.

(14 Hours)

Practical Components:

- Go to a kirana store and a supermarket and compare the following: a) store arrangement b) No of brands carried c) pricing policies – are discounts given? d) Service – personal or impersonal
- Visit websites of retail and identify their strategies, model, USP, etc.
- Visit a mall observe the unique selling propositions and marketing technique. Deliver a presentation in the class.

Course Outcomes:

After completing the course the students will be able to:

- Understand how retail organizations are structured; gain an understanding of basic retail operations& consumer buying behaviour.

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- Understand retail marketing strategies, selecting store sites, and human resource challenges in retailing.
- Study retail information systems, supply chain management, customer relationship management (CRM) systems, etc.

Text Books:

1. Berman, B., & Evans, J. R. (2013). Retail Management, 12th.
2. Madaan, K. V. S. (2009). Fundamentals of retailing. Tata McGraw-Hill Education
3. Levy, M., Weitz, B. A., & Ajay, P. (2009). Retailing Management (Skimming and Scanning). Tata McGraw Hills Publg. Co. Ltd., New Delhi.
4. Dunne, P. M., & Lusch, R. F. (2008). Retail Management. Cengage Learning India private Ltd, New Delhi.

Reference Books:

1. Gujrati, R. (2016). CRM for retailers: Business intelligence in retail CRM. IJAR, 2(1), 24-29.
2. Rudolph, T., & Brunner, F. (2015). Toward Cross-Channel Management: A Comprehensive Guide for Retail Firms. Walter de Gruyter GmbH & Co KG.
3. Treadgold, A., & Reynolds, J. (2016). Navigating the New Retail Landscape: A Guide for Business Leaders. Oxford University Press.
4. Pradhan, S. (2006). Retailing Management 2E. Tata McGraw-Hill Education.
5. Bajaj, T. Srivastava.(2005). Retail management.
6. Cox, R., & Brittain, P. (2004). Retailing: an introduction. Pearson Education.

CONSUMER BEHAVIOUR & MARKET ANALYTICS

Sub Code: 15MBAMM36	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

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- To understand consumer behaviour from a variety of perspectives (multicultural, interdisciplinary).
- To understand how the cultural, social, personal and psychological factors influence consumer behaviour.
- To learn to apply marketing strategies to stimulate acceptance of brands by consumers and create consumer value.

Course Content:

Module 1:

Introduction: Consumer Behaviour and marketing Strategy, Profiling consumers and understanding their needs. Consumer Decision making process, Howard Sheth Model, Engel-Kollat-Blackwell Model, Decision making roles, Consumer evaluative criteria and decision rules (Rational & emotional), Brand Loyalty and Brand Extensions.

(12 Hours)

Module 2:

Consumer Behaviour Elements and Self Concept: Theories of personality, Trait theory and measurement, Motivational Research, Perception, Thresholds of perception, Subliminal perception, Perceptual process dynamics, Positioning methods and measurement, Concept of Multiple Self, Development of the self: Image, Psychographics and Lifestyle; Reference Group Influence and Endorsements.

(12 Hours)

Module 3:

Attitude, Learning & Culture: Cognitive learning theories, Conditioning theories, Attitude, Concept and measurement of attitudes, Attitude Change, Concept of Culture, Family life cycle and decision-making, Diffusion of Innovation, Opinion Leadership, Attribution theory and Cognitive dissonance, Persuasion and persuasibility.

(8 Hours)

Module 4:

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Market Analytics Basics: Introduction on analytics, relevance of analytics in marketing, Customer Life time Value, Market Resource allocation, Metrics for measuring brand assets.

(4 Hours)

Module 5:

Core Market Analytics: Point of sale data, Relevance of Descriptive Statistics, Chi-Square Analysis, Perceptual Mapping Methods, Multi-dimensional scaling. Consumer imagery, Inferential Statistics, Introduction to SPSS, Conducting ANOVA and Experiments, Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, Regression Analysis by SPSS.

(14 Hours)

Practical Components:

- Students can prepare a questionnaire and do a survey on consumer buying behaviour and present the findings in the classes.
- Advertisements that have wide appeal to the need for power; affiliation and achievement will be collected and presented in class.
- Identify a marketing problem related to consumer behaviour and find solution by analysing consumers using statistical analysis.

Course Outcomes:

After completing the course the students will be able to:

- Understand consumer motivations and decision making processes.
- Effectively tap data in the market from consumers.
- Analyse and interpret market data to craft strategies for betterment of business

Text Books:

1. Babin, B., & Zikmund, W. (2015). Essentials of marketing research. Nelson Education.
2. Schiffman, L. G., Hansen, H., & Kanuk, L. L. (2008). Consumer behaviour: A European outlook. Pearson Education.
3. Proctor, T. (2005). Essentials of marketing research. Pearson Education

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4. Xardel, D., & Raju, M. S. (2005). Consumer Behaviour: Concepts, Applications & cases.
5. Nargundkar, R. (2003). Marketing Research-Text & Cases 2E. Tata McGraw-Hill Education

Reference Books:

1. Cele C. Otnes; Tina M. Lowrey (2004), "Contemporary Consumption Rituals: A Research Anthology", Lawrence Erlbaum Associates.
2. Richard P. Bagozzi; Zeynep Gürhan-Canli; Joseph R. Priester (2002), "The Social Psychology of Consumer Behaviour", OUP
3. Jill Griffin (2002), "Customer Loyalty: How to Earn It, How to Keep It", Jossey-Bass.
4. Mowen, J. C. (2000). The 3M model of motivation and personality: Theory and empirical applications to consumer behaviour. Springer Science & Business Media.

DIGITAL MARKETING

Sub Code: 15MBAMM37	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

Student will

- Understand new upcoming media trends in Marketing.
- Learn to build online & offline E- marketing strategies and best practices.
- Learn to manage brand reputation by observing online consumer behaviour.
- Understand managing and enhancing reputation of brands in digital era.

Course Content

Module 1:

Introduction: Introduction to marketing in digital environment, Types of web presence,

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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. **(12 Hours)**

Module 2:

Digital Marketing Research: Building customer profiles using navigation and sales data, Online consumer segmentation, Internet usage patterns, Internet consumer behaviour and Online buying behaviour, Pillars of direct marketing, Online research and behaviour tracking methods, Introduction to behavioural targeting, Online surveys, blog mining, data mining, Competitor analysis online, Integrating online and offline strategies. **(12 Hours)**

Module 3:

Search Engine Marketing: Email campaign creation and management, Google Adwords, search and display on search engines, pricing models online, Introduction to page rankings, Google analytics, Search Engine Optimization and its Process, SEO, Link building, Key word analysis. Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo, Search Methodology. **(8 Hours)**

Module 4:

Social Media: Using Facebook, Linked-in, twitter, You tube, Creating a channel on You Tube, Content guidelines for online communications. **(6 Hours)**

Module 5:

Social Media Monitoring & Online Reputation Management: 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.

Introduction to online reputation management, Importance of managing online reputation for a business, strategies and tools of online reputation management, handling negative comments **(12 Hours)**

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Practical Components:

- Practice using Google analytics in a lab
- Promote an event by using SEO
- Start Blogs and track website hits and consumer behaviour.

Course Outcomes:

After the course, Student will be able to

- Establish effective web marketing processes and structure to meet goals
- Assess risks involved in digital marketing.
- Attract and retain customers online.
- Develop & structure successful SEO, social media strategies.

Text Books

1. PT Joseph, S. J. (2015). E-Commerce: An Indian Perspective. PHI Learning Pvt. Ltd..
2. Chaffey, D., & Ellis-Chadwick, F. (2012). Digital marketing: strategy, implementation and practice.
3. Pearson. Zimmerman, J., & Ng, D. (2012). Social media marketing all-in-one for dummies. John Wiley & Sons.
4. Teixeira, J. (2011). Your Google Game Plan for Success: Increasing Your Web Presence with Google AdWords, Analytics and Website Optimizer. John Wiley and Sons.

Reference Books

1. Evans, D. (2010). Social media marketing: the next generation of business engagement. John Wiley & Sons.
2. Evans, D. (2012). Social media marketing: An hour a day. John Wiley & Sons.

Finance Electives:

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INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT

Sub Code: 15MBAFM34	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To develop a thorough understanding of process of investments & familiarize the

Finance Electives 3rd Semester	
Subject Code	Subject
15MBAFM34	Investment Analysis & Portfolio Management
15MBAFM35	Corporate Restructuring & Strategic Alliances
15MBAFM36	Advance Financial Management
15MBAFM37	Banking and its Operations

students with the stock markets in India and abroad.

- To provide conceptual insights into the valuation of securities & the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors.
- To familiarize the students with the fundamental and technical analysis of the

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diverse investment avenues.

Course Content:

Module 1:

Investment & Securities Market: Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process.

Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives.

Primary Market - Factors to be considered to enter the primary market, Secondary Market-

Major Players in the secondary market, Functioning of Stock Exchanges, Trading and

Settlement Procedures. Leading Stock Exchanges in India **(7 Hours)**

Module 2:

Risk and Return Concepts: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns, Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with 2 assets, Portfolio with more than 2 assets, Determinants of interest rates, Bond- Bond features, Types of Bonds, Bond Valuation, Bond Duration, Equity shares- Concept, Valuation, Dividend Valuation models. **(12 Hours)**

Module 3:

Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Global Economy, Domestic Economy, Business Cycles, Industry Analysis, Company Analysis- Financial Statement Analysis, Ratio Analysis. Technical Analysis – Concept, Theories- Dow Theory, Eliot wave theory, Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, and Market Indicators, Market Efficiency: Random walk and Efficient Market Hypothesis, Forms of Market Efficiency. (Theory only)

(12 Hours)

Module 4:

Modern Portfolio Theory: Markowitz Model -Portfolio Selection, Opportunity set, Efficient

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Frontier, Beta Measurement and Sharpe Single Index Model.

Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Capital market line, SML VS CML. Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium. **(12 Hours)**

Module 5:

Mutual Funds: Mutual Fund types, Performance of Mutual Funds-NAV. Performance evaluation of Managed Portfolios- Treynor, Sharpe and Jensen Measures Portfolio Management Strategies, Active and Passive Portfolio Management strategy. **(7 Hours)**

(QUESTION PAPER- 50% Problems, 50% Theory)

Practical components:

- A Student is expected to trade in stocks. It involves an investment of a virtual amount of Rs.10 lakhs in a diversified portfolio and manages the portfolio. At the end of the Semester the Net worth is to be assessed and marks may be given (to beat an index).

Course outcomes:

- The Student will be able to trade in stocks.
- Students will be able to analyse the stock market fluctuations using Macro Economic Analysis, Industry Analysis for Specific Sectors, Company Analysis and Technical Analysis.
- Students will be able to analyse the mutual funds schemes available in the market and do their Performance evaluation.

Text Books:

1. Prasanna Chandra.(2012). Investment Analysis and portfolio Management, 4th edition, Tata McGraw Hall Education.
2. ZviBodie, Kane, Marcus &Mohanty. (2013).Investments 10/e, TMH.
3. Bhalla V. K. (2011). Investment Management, 17/e, S.Chand.

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4. Fisher and Jordan. (2011). Security Analysis & Portfolio Management, 6/e, Pearson.
5. Punithavathy Pandian. (2009). Security Analysis & Portfolio Management, 2/e, Vikas publications.
6. Kevin S. (2013). Security Analysis & Portfolio Management, 7 /e PHI.
7. Charles P. Jones. (2013). Investments: Principles and Concepts – 12/e, Wiley.
8. Falguni H. Pandya. (2013). Security Analysis & Portfolio Management, Jaico Publishing.

Reference Books:

1. Alexander, Sharpe, Bailey. (2001). Fundamentals of Investment, 3/e, PHI.
2. Nagarajan K & Jayabal G. (2011). Security Analysis & Portfolio Management, 1/e, New Age international.
3. Philip Ryland. (2010). Investment – An A to Z Guide, 1/e, Viva Publishers.
4. Peter Stanyer. (2010). Guide to Investment Strategy, 2/e, Viva Publishers.
5. Sayesh N. Bhat. (2011). Security Analysis & Portfolio Management, 1/e, Biztantra.
6. Dhanesh Khatri. (2010). Security Analysis & Portfolio Management, 1/e, Macmillan.

CORPORATE RESTRUCTURING & STRATEGIC ALLIANCES

Sub Code: 15MBAFM35	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To facilitate understanding of corporate merger and acquisition activity and restructurings.
- To examine the role that M&A plays in the contemporary corporate world, and its use as a strategic tool to provide growth, enhance competitive position, transform a company or industry, and create shareholder value.

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- To compare and contrast the various forms of corporate restructuring & provide the student a framework for analysing transactions including understanding strategic rationale, deal structures, bidding strategies, and the need for a value proposition.

Course Content:

Module 1:

Mergers: Mergers in the nature of acquisitions and amalgamations. Types of merger - motives behind mergers - theories of mergers - operating, financial and managerial synergy of mergers - value creation in horizontal, vertical and conglomerate mergers. Internal and external change forces contributing to M & A activities **(10 Hours)**

Module 2:

M & A - A strategic perspective: Industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG Matrix, Porter's Five forces model. **(10 Hours)**

Module 3:

Corporate restructuring: Different methods of restructuring - joint ventures -sell off and spin off - divestitures - equity carve out - leveraged buy outs (LBO) - management buy outs - master limited partnerships. Employee stock ownership plans (ESOP). **(10 Hours)**

Module 4:

Merger Process: Dynamics of M&A process- identification of targets negotiation-closing the deal, Five-stage model - due diligence (detailed discussion).Process of merger integration - organizational and human aspects. Managerial challenges of M&A. **(10 Hours)**

Module 5:

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Valuation - valuation approaches - discounted cash flow valuation – relative valuation - valuing operating and financial synergy - valuing corporate control – valuing of LBO Methods of financing mergers - cash offer, share exchange ratio, Mergers as a capital budgeting decision. **(10 Hours)**

Practical components:

Pick up any latest M&A deal. Generate the details of the deal and then study the deal in the light of the following.

- Nature of the deal: merger, acquisition, or takeover. If it is a merger, what type of merger is it?
- Synergies likely to emerge to the combined firm(s) from the deal
- The valuation for the merger.
- The basis for exchange rate determination.

Course Outcomes:

- The students can handle the mergers and acquisitions cases independently and go for restructuring in case of need.
- The capacity of the students in facing competition will be improved.
- The accounting aspects mergers along with statutes will be taught.

Text Books:

1. Fred Weston, Kwang S Chung, Susan E Hoag. (2015). Mergers, Restructuring and Corporate Control, 4/e, Pearson Education.
2. Ravindhar Vadapalli. (2007). Mergers acquisitions and Business valuation – 1/e, Excel books.
3. Ashwath Damodaran. Corporate Finance-Theory and Practice, 2/e - John Wiley & Son.
4. Company Law & Practice - Taxmann
5. Students Guides to I.T. Act 1961.

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Reference Books:

1. Sudi Sudarsanam. (2003) - Value Creation from Mergers and Acquisitions, 1/e, Pearson Education.
2. Enrique R. Arzac. (2010). Valuation for mergers Buyouts & Restructuring, 2/e, Wiley India (P) Ltd.
3. Chandrashekar Krishna Murthy & Vishwanath S.R. (2008). Merger Acquisitions & Corporate Restructuring, Sage Publication.
4. Weston, Mitchel and Mulherin. (2003). Takeovers, Restructuring and Corporate Governance, 4/e, Pearson Education.
5. P Mohan Rao. (2001). Mergers and Acquisitions, Deep And Deep Publications.
6. Machiraju. (2009). Mergers and Acquisitions, 3/e - New Age Publishers.

ADVANCED FINANCIAL MANAGEMENT

Sub Code: 15MBAFM36	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To understand the management of working capital and short term financing.
- To comprehend the capital structure and dividend policy of the firm.
- To develop planning skill and monitoring skill in financial management functions effectively, so that the students be able to apply the appropriate management strategy to face the company challenges.

Course Content:

Module 1:

Working Capital Management: Determination of level of current assets. Sources for

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financing working capital, Bank finance for working capital. (No problems on estimation of working capital). Working capital financing: Working capital leverage, Short term financing of working capital, long term financing of working capital.

(10 Hours)

Module 2:

Cash Management: Forecasting cash flows, Cash budgets, long-term cash forecasting, monitoring collections and receivables, optimal cash balances, Baumol's model, Miller-Orr model, Strategies for managing surplus fund.

(10 Hours)

Module 3:

Receivables Management, Credit management through credit policy variables, Numerical credit scoring and discriminate analysis, Control of accounts receivables, Problems on credit granting decision, Marginal Analysis and Credit Evaluation.

(10 Hours)

Module 4:

Inventory Management: ordering, reordering, danger level, EOQ model, Pricing of raw material, Monitoring and control of inventories, ABC Analysis. Determinations of inventory control levels.

(10 Hours)

Module 5:

Capital structure decisions & Dividend policy: Capital structure & market value of a firm. Theories of capital structure, NI approach, NOI approach, Modigliani Miller approach, traditional approach, planning the capital structure: EBIT and EPS analysis, ROI & ROE analysis. Capital structure policy. **Theories of dividend policy:** relevance and irrelevance dividend decision, Walter's & Gordon's model, Modigliani & Miller approach, Arbitrage process in capital structure.

(10 Hours)

Practical Components:

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- Study the working capital financing provided by a Bank and submits the report on the same.
- Study the annual report of any two companies and prepare a cash budget for next year.

Course Outcomes:

- The students will be able to Study the working capital financing provided by a Bank and submit the report on the same.
- The students will be able to Study the annual report of companies and prepare a cash budget for next year.
- The students will be able to decide the capital structure of the company and know the legal aspects of dividend policy.

Text Books:

1. Prasanna Chandra. (2014). Financial Management, 9/e, TMH.
2. M.Y. Khan & P.K. Jain. (2011). Financial Management, 6/e, TMH.
3. I.M. Pandey. (2011). Financial Management, 10/e, Vikas.

Reference Books:

1. Brigham & Ehrhardt. (2013). Financial Management: Theory & Practice - 14/e, Cenage Learning.
2. Ross, Wester field & Jaffe. (2010), Corporate Finance, 8/e, TMH.
3. Brearly and Myers. (2012). Principle of Corporate Finance, 10/e, TMH.
4. Ashwath Damodaran. (2009). Corporate Finance: Theory & Practice, 2/e, Wiley India Pvt. Ltd.,.
5. Ravi M. Kishore. (2009). Financial Management: Comprehensive Text Book with Case Studies, 7/e, Taxman publications.

BANKING & ITS OPERATION

Sub Code: 15MBAFM37	CIE:50
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Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To discuss the banking system and structure in India.
- To understand the nature of banker- customer relationship.
- To comprehend the technological up gradation and application in banking.

Course Content:

Module 1:

Banking system and Structure in India- Types of banks in operation, Role of Reserve Bank and GOI as regulator of banking system, Provisions of Banking Regulation Act & Reserve Bank of India Act. **(8 Hours)**

Module 2:

The Terms Banker and Customer: Types of relationship between banker and customer, Bankers obligations to customers, Right of lean, setoff, appropriation, Provisions of Negotiable Instrument Act, 1881, Bankers legal duty of disclosure and related matters.

Customers` accounts with banks: Opening- operation, KYC norms and operation, Types of accounts and customers, Nomination, Settlement of death claims. **(12 Hours)**

Module 3:

Banking Technology: Home banking, ATMs, Internet banking, Mobile banking, Core banking solutions, Debit, Credit, and Smart cards, EFD, RTGS. **(10 Hours)**

Module 4:

International banking: Exchange rates, Documentary letter of credit, financing exporters and importers, ECGC Policies and guarantees, Role of Green Banking in Global Scenario, International banks and washing of dirty money, Economics of money laundering.

(10 Hours)

Module 5:

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Banker as lender: Types of loans, Overdraft facilities, Discounting of bills, Financing book dates and supply bills, Charging of Security bills pledge, mortgage, assignment, Mechanism of Bank Guarantees. **(10 Hours)**

Practical Components:

- Students can Understand Universal Banking & Cross Selling concepts adopted by banks.
- Students can Understand Customer Profiling aspects adopted by banks.
- Students can Understand Advertisement & Publicity efforts done by banks using ATMs

Course Outcomes:

- The students will be able to Study the Indian Financial System.
- The students will be able to understand the operations in Banks & understand the recent developments in Indian Banking Sector.
- The students will be able to study the loan procedure and their approvals.

Text Books:

1. IIBF, Principles and practices of Banking, 2/e, Macmillan, New Delhi.
2. Jyothsna Sethi & Nishwan Bhatia. (2009). Elements of Banking & Insurance, PHI.
3. Koch W, Timothy, & S. Scott. Bank Management, Cengage Learning, New Delhi.

Human Resource Electives 3rd Semester

4. Mohapatra and Acharya. (2012), Banking and Insurance, Pearson.

Reference Books:

1. Shashidharan K Kutty. (2008). Managing Life Insurance, Prentice Hall of India.
2. Sunderaram and Varshney. (2004). Banking Theory, Law and practice, New Delhi, Sultan Chand & Sons. , 1/e, Vrinda Publications.

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Subject Code	Subject
15MBAHR34	Recruitment and Selection
15MBAHR35	Performance and Compensation Management
15MBAHR36	Training and Development
15MBAHR37	Quantitative Human Resource Management

Recruitment and Selection

Sub Code: 15MBAHR34	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To enable students to understand and apply the principles of recruitment and Selection trends in the industry.
- To provide a conceptual and Application input on selection procedure in the Industry.
- To give an understanding of latest Selection Tools in the corporate sector.

Course Content:

Module 1:

Hiring Process & Hiring decision: Nature of hiring: regular, temporary, full time, part time, apprentice, contractual, and outsourcing, Existing post or new post to be created, Need analysis, cost analysis and job analysis, Assessing Honesty and Integrity of Job Applicants.

(8 Hours)

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Module 2:

Hiring Internally: Meaning and definition of internal recruitment, Advantages and disadvantages in terms of cost, time, quality and suitability, Sources of internal recruitment: - circulars, intranet advertisements, employee referrals, Appointment or promotion, Policy guidelines and union settlements **(8 Hours)**

Module 3:

External Hiring: Meaning and definition of external recruitment, Sources of recruitment, Advantages and disadvantages of sources in terms of cost, time, convenience, reach of the targeted population, and quality of applicant pool, Job advertisement: drafting, size and contents. Contents of public sector recruitment: single or multiple sources and choosing the best source. **(8 Hours)**

Module 4:

Screening the Candidates: Application Forms: resume / curriculum vitae and weighted application blanks: meaning definition, purpose, advantages and disadvantages – taking a Behavioural approach to recruitment: spotting personality patterns, making basic assumptions, predicting the future, strategy Vs. Technique, Pinning down what is needed: targeted interviewing, focusing on behaviour, performance assessment- assuming they have been hired. Identifying the ingredients of success: the winning candidate's profile, challenges in the interview, the starting point, day to day execution, dealing with people, the inner person, additional characteristics, Studying the CV, Employment Screening versus Private Investigation. **(11 Hours)**

Module 5:

Testing, Reference Checking & Appointment Orders: Meaning, definition, purpose, advantages and disadvantages, ability tests, clerical ability test, mechanical ability test, mental ability test, physical ability test, personality assessment test, typing test, shorthand test, computer proficiency test, Interviewing: Planning the interview, Interview process, Interview in public sector undertaking, statutory requirements.

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Reference checking & Appointment Orders: Meaning, definition and purpose, Verification of character, criminal antecedents, previous work behaviour and education qualifications, Verification of community certificates in public sector companies Contents of appointment letter, hard copy (or soft copy), method of delivery and retrieving the acknowledgement copy, Medical Examination & acceptance of offer for joining **(12Hours)**

Practical Components:

- Identify three to four jobs generally known to most of the students and ask them to collect the data and prepare job description and job specification for the said jobs.
- Obtain online access to the resume database of Naukri.com or Monsterindia.com for a week and give at least four job descriptions and specification to each student, to search and download from the data base at least five resumes for each position.

Course Outcomes:

- Students will Understand issues of recruitment and their implications
- Students will Use effective body language and questioning to get the best insight of candidates at interview
- Students Make an informed selection based on appropriate criteria

Text Books:

1. Robert Gatewood, Hubert S. Field and Murray Barrick. (2011). Human Resource Selection, 8th Edition, Cengage Learning, Mason, Ohio
2. Heneman, III Herbert G; Judge, Timothy A.; Kammeyer-Mueller, John. (2014). Staffing Organization, 8th Edition, McGraw-Hill/Irwin
3. R. L. Compton, William J. Morrissey, Alan R. Nankervis, Bill Morrissey. (2014). Effective Recruitment and Selection Practices, 6th Edition, CCH Australia Limited
4. Douglas H. Reynolds, John A. Weiner. (2009). Online Recruiting and Selection: Innovations in Talent Acquisition, 1st Edition, John Wiley & Sons

Reference Books:

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1. Lilly M Berry. (2011). Employee Selection, 3rd edition, Cengage Learning
2. Dipak Kumar Bhattacharyya. (2014). Human Resource Planning, 3RD edition, Excel Books
3. Robert W. Wendover. (2003). High performance hiring, 3rd edition, Crisp Publication

Performance and Compensation Management

Sub Code: 15MBAHR35	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To articulate the benefits of using a performance development plan and the consequences of not having one in place.
- To discuss the strategic importance of compensation to the achievement of organizational goals and identify relationship of compensation objectives with business strategy.
- To discuss the role of compensation in attracting, motivating, and retaining a high-quality workforce.

Course Content:

Module 1:

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, Subjectivity in Performance Appraisals **(10 Hours)**

Module 2:

Team performance Management: Building and leading high performance teams, Virtual teams, Remote working, prerequisites of remote team performance, Role of team leaders,

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Drivers of performance, Designing appraisal programs, Conducting appraisals, individuals and teams, Feedback mechanisms, Individual and team rewards. **(10 Hours)**

Module 3:

Introduction to Compensation: Definition of Compensation, The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options, Defining Internal Alignment: Definition of Internal Alignment, Internal Pay Structures, Strategic Choices In Internal Alignment Design, Best Internal Structure Fit.

(9 Hours)

Module 4:

Determining External Competitiveness and Benefits Management: Competitiveness: Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits, Wage drift.

(7 Hours)

Module 5:

Performance Based Compensation System: Employee Contributions: Pay For Performance (PFP): Rewarding Desired Behaviours, Influence of Compensation in Motivating Performance, Designing PFP Plans, Merit Pay/Variable Pay, Individual vs. Group Incentives, Long Term Incentives. Compensation of Special Groups: Introduction and Meaning, Compensation Strategies for Special Groups

Global Compensation: Recognizing Variations, Social Contract, Culture & Pay, Strategic Choices in Global Compensation, Comparing Systems, and Expatriate Pay. **(14 Hours)**

Practical Components:

- Students have to prepare questionnaire for conducting wage survey and carry out wage survey for any selected sector and prepare a report for the same.
- Students are expected to conduct a survey regarding the effective utilization of resources within the campus and find out the flaws in the existing compensation system.

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Course Outcomes:

- This course familiarises students with the concepts of compensation management within the wider context of human resource management.
- It provides students with an understanding of the reward management process which includes pay survey, job evaluation, and the design of pay structure.
- Students will be aware of the problems related to performance management system and be able to give suggestions for improvement.

Text Books:

1. Aquinis.(2012). Performance Management, 3rd Edition, Pearson Publication
2. Chadha.(2011). Performance Management, 4th Edition , Macmillan
3. Armstrong, Michael, Baron.(2013). Performance Management, 10th Edition, Jaico
4. BD Singh .(2012). Compensation & Reward Management, 2nd edition, Excel BOOKS, ISBN: 9350620111, 9789350620113
5. Bashker D. Biswas.(2012). Compensation and Benefit Design, , Edition, FT Press, , ISBN: 0133064859, 9780133064858

Reference Books:

1. Aguinis, H. (2014). Performance management ,4th edition , New Delhi: Pearson Education.
2. Armstrong, M. (2014). Performance management: Key strategies and practical guidelines ,5th edition., Kogan Page
3. Joseph J. Martocchio.(2004). Strategic Compensation, 3rd Edition, Prentice Hall, , ISBN: 0131918737, 9780131918733

Training and Development

Sub Code: 15MBAHR36	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

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Course Objectives:

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

Course Content:

Module 1:

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.

(8 Hours)

Module 2:

Training Needs Analysis: Meaning and significance of training needs, Types of needs, Components of needs, Data collection, Analysis and interpretation, Meaning and significance of training design and development, Principles of training design, Design process, Identifying the training objectives, Determining structure, Content, Duration, method, Learning activities

(10 Hours)

Module 3:

An Overview of Training Approaches : Traditional and Modern Training 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, audio visual & other contemporary methods , Adult learning principles or methods. Outward bound methods: Meaning and significance of outward bound learning (OBL) methods,

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process of OBL, risk, safety and ethical issues. Training aids.

(12 Hours)

Module 4:

Training Evaluation: Meaning, Reasons for Evaluating Training and significance of training evaluation, Donald Kirkpatrick's Evaluation Model, Return on investment in Training, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, Data Collection for Training Evaluation, Threats to Validity, Determining Costs, Evaluation Practices in different organizations, Measuring Human Capital and Training Activity.

(10 Hours)

Module 5:

Executive development/ Management development: Need, factors affecting MDP, methods, process, administration, delivery, costing & pricing, Company Strategies for Providing Development, Increased Use of New Technologies for Learning, Increased Demand for Learning for Virtual Work Arrangements, Increased Use of Training Partnerships & Outsourcing Training.

(10 Hours)

Practical Components:

- Students can prepare skill matrix from few selected jobs and identify the types of training needed to impart those skills
- Students are expected to conduct a mock training session including need identification and a set of students to evaluate the effectiveness of the same

Course Outcomes:

- Students will know the influence of business and market conditions on training and employee development.
- Students will be in a position to Discuss, describe and evaluate the possible structures and functions for identifying training in organizations.
- Students will understand applying appropriate methods and techniques for identifying training needs.

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Text Books:

1. Blanchard. P. N., & Thacker, J. W. (2012). Effective training: Systems, strategies, and practices 3rd edition. Pearson Education
2. Rolf Lynton & Udai Pareek (2011). Training for development, 2nd edition, Sage Publications,

Reference Books:

1. Noe, A. R. (2012). Employee training and development. 6th edition, The McGraw-Hill Companies.
2. Janakiram, B. (2014). Training & development. 4th edition, Dreamtech press.
3. Phillips, J. J. (2014). Handbook of training evaluation and measurement methods. 4th edition, Jaico Publishing House.

Quantitative Human Resource Management

Sub Code: 15MBAHR37	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- This course focuses on the statistical techniques and data analysis methods appropriate for quantitative human resource management research projects.
- Students learn the importance of reliability, validity, and accurate measurement
- Students learn to conduct reliable and valid research projects vis-à-vis calculating the costs of various HR processes

Course Content:

Module 1:

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Principles of HR Research and Quantitative HRM: Introduction to HR research and Quantitative HRM - significance and relevance, Types of HR research, Advantages of measuring HRM, Consequences of not measuring HRM, Common problems with metrics, using statistical tests in HR Research, Sampling. **(8 Hours)**

Module 2:

Tools, Techniques and Nonparametric tests in HR Research: Introduction to HR Research, Types of quantitative research, data types and preparation for analysis, hypotheses formulation, common and uncommon data collection methods, non-parametric tests for related and independent samples. Multivariate data analysis and meta-analysis

(11 Hours)

Module 3:

Staffing metrics: Expectations about recruitment from organizational/managerial perspective, Recruiting tools and practices – a quick audit, how and when to measure the quality of hire, measuring the quality of applicants, measuring the costs of hiring, Attrition metrics – techniques used to calculate attrition, manpower planning metrics – push model (Markov) and pull model (renewal models), quantitative tools for forecasting manpower requirements. **(9 Hours)**

Module 4:

Development Metrics: Training ROI, measuring employee satisfaction, attitude measurement and survey, Training evaluation models, tracking the value of career management, measurement, performance metrics, performance matrix – Shingo prize model, EFQM, assessing the training organization, customer focused metrics, BSC, HR Scorecard, performance measurement using ranking and rating systems, scales for evaluation of performance, HR's role in value chain, HR Accounting. **(10 Hours)**

Module 5:

Compensation metrics and Trends in quantitative HRM: Introduction to Compensation metrics, calculating various wage/salary related measures, Variable pay systems, types of

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executive compensation, quantitative application in Compensation – percentiles, cost benefit analysis, and comparators, Mistakes in compensation designing, Employee benefits, Calculation of incentives, measuring the impact of weak incentives.

Development of HR dashboard, HR index, internal improvement Monitors and smoke detectors, using factor analysis in HR research – problems, HR Audit research, and Organization Health survey. **(12 Hours)**

Practical Components:

- Students should conduct an attitude measurement and survey for employees of an MSME and prepare the report.
- Students should develop HR dashboard and HR index for some selected companies.

Course Outcomes:

- Students can understand organizational research process and its application through HR analytics.
- Students can understand the techniques used to link HR metrics to strategy and organizational performance.
- Students can understand the rationale and tools for using a data driven approach to the design, implementation and evaluation of management practices.

Text Books:

1. Bhattacharyya. Kumar, D. (2013). HR research methods. 4th edition, Oxford University Press
2. BC HRMA (2010). HR metrics service, HR metrics Interpretation guide, version 2.4
3. Valerie, P., & Andreasson. . (2013)., HR metrics : Bench marking human resources, 3rd edition, Sage Publications

Reference Books:

1. Sullivan, J. (2012). HR metrics. 5th edition, Kennedy Information.

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2. HR Metrics That Matter October 22, 2009 Ward Christman Senior Consultant HR smart

OPERATIONS ELECTIVES

Operations Electives 3rd Semester	
Subject Code	Subject
15MBAOP34	Outsourcing and IT delivery Models
15MBAOP35	Procurement and Vendor management
15MBAOP36	ERP in SCM
15MBAOP37	Service Operations Management

OUTSOURCING AND IT DELIVERY MODELS

Sub Code: 15MBAOP34	CIE:50
Hrs/week: 04	SEE:50
Total Hours :50	Exam Hours :03

Course Objectives:

- To enable the student to appreciate the role of outsourcing as a part of corporate strategy.
- To understand how IT delivery models can improve firm performance
- To make the student analyse how outsourcing can impact structure, cost, performance and time taken for overall process.

Course Content:

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Module 1:

Outsourcing and Corporate Strategy: Emergence of Outsourcing as a Corporate Strategy: Restructuring corporate organization structures; how firms execute off shore strategies. Key steps in choosing the right outsourcing choices. Understand the overall benefits, costs and risks of offshore outsourcing. **(10 Hours)**

Module 2:

Outsourcing and Its Impact on Cost: Impact of Outsourcing on Cost Reduction in areas such as IT, Customer Care, Finance and Accounting, Human resources and transaction processing; Productivity Improvement and Cheaper Labor; Case studies on GE. **(10 Hours)**

Module 3:

Offshore Outsourcing: Value Proposition of offshore outsourcing including fundamental materials and different models and business process landscape; need for smart sourcing; **(10 Hours)**

Module 4:

Offshore Processes: Specifics of processes offshored today like information technology, customer care, finance and accounting, human resources and transaction processing ;need to partner with service providers to cut costs and provide innovation across the full spectrum of the business. **(10 Hours)**

Module 5:

Offshore process Strategy: Major activities of offshore strategy, vendor sourcing and country selection; shift in business strategy through smart sourcing. **(10 Hours)**

Practical Components:

- Prepare a geography comparison presentation on which geography to pick for a given task and how to evaluate the vendors
- Prepare a report on Historical and economic perspectives on outsourcing and offshoring.

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- Developing an outsourcing strategy for an organisation of a specific sector.

Course Outcomes:

- Students will appreciate the role of outsourcing as part of corporate strategy.
- Students can use IT delivery models to improve firm performance
- Students will analyse how outsourcing can impact structure, cost, performance and time taken for overall process.

Textbooks:

1. Marcia Robinson, Ravi Kalakota(2004) Offshore Outsourcing: Business Models, ROI and Best Practices, 2/e Mivar Press Inc.
2. Douglas Brown and Scott Wilson (2012) The Black Book of Outsourcing: How to Manage the Changes, Challenges, and Opportunities, 1/e,John Wiley & Sons.
3. Thomas M. Koulopoulos , Tom Roloff (2006). Smart sourcing: Driving Innovation and Growth through Outsourcing, 2/e, Platinum Press.
4. Linda Cohen and Allie Young; Gartner Inc (2006) Multisourcing: Moving Beyond Outsourcing to Achieve Growth and Agility, 1/e, Harvard Business Press, Gartner Inc.
5. Srinivas B Vijayaraghavan Marketing for Services Outsourcing,1/e, McGraw Hill Education (India) Pvt. Ltd.

Reference Books:

1. Marko Nohren and Armin Heinzl (2012) Measuring the Relative Efficiency of Global Delivery Models in IT Outsourcing, 3/e, Springer.
2. Julia Kotlarsky, Ilan Oshri, Leslie P.Willcocks (2012) The Dynamics of Global Sourcing: Perspectives and Practices, 6th Global Sourcing Workshop, Springer.

PROCUREMENT AND VENDOR MANAGEMENT

Sub Code: 15MBAOP35	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

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Course Objective:

- To Understand best practice around Supplier collaboration, Partnerships and Strategic supplier management
- To Identify and manage Vendor Risks
- To Understand the various roles & responsibilities in contract management

Course Content:

Module 1:

Procurement Management: Introduction, Selecting the right external partners, Strategic vs Transactional procurement, Aligning procurement with business needs, RFI / RFP / RFT processes. **(10 Hours)**

Module 2:

Contract Management: Probity and Conflicts of Interest, Contract renewals, best practice, Contract terminology and key clauses, Contract administration and management. **(10 Hours)**

Module 3:

Vendor Management 1: Service Level Agreement (SLA) establishment and management, Vendor performance management and KPIs, Change control, Vendor Health Check, Vendor Contract Gap Analysis and Controls, Demonstrations, Pilots and Production, Transition in. **(10 Hours)**

Module 4:

Vendor Management 2: Vendor problem resolution, Project / Program Vendor Recovery, Operational Vendor Recovery, When to terminate vendor relationships, Transition out. **(10 Hours)**

Module 5:

Communication and Negotiation: Written vs verbal communication approaches, Proactive vs reactive communication, Reporting and managing poor feedback, Vendor engagement

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frameworks, Win/Win negotiation delivers strategic value for money, Negotiating new contracts, Negotiating contract renewals, Litigation overview for managers. **(10 Hours)**

Practical Components:

- Students have to develop a request for proposal (RFP)
- Should conduct a role play on negotiation

Course Outcomes:

- Can Identify and manage value leakage
- Strategies Switching vendors including exit strategies & disengagement
- Can use Escalation procedures and litigation

Text Books:

1. Garrett, G. A. (2010). World class contracting (5th ed.). New York: Aspen Publishers/CCH.
2. David Simchi-Levi, (1999), Design and Management Supplement Chain: Concepts, Strategies and Cases, McGraw-Hill Series in Information and Decision Sciences.
3. Gerard Chick, Robert Handfield, (2015)The Procurement Value Proposition: The Rise of Supply Management, Kogan Page Publishers.

Reference Books:

1. Florian A. Mikulski, (2007), Managing Your Vendors: The Business of Buying Technology 6th Edition, Prentice Hall.
2. Stephen Guth (2007),The Vendor Management Office: Unleashing the Power of Strategic Sourcing, Lulu.com.
3. ISACA (2014), Vendor Management: Using COBIT 5, ISACA.

ERP IN SUPPLY CHAIN MANAGEMENT

Sub Code:15MBAOP36	CIE:50
Hrs/week: 04	SEE:50

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Total Hours :50	Exam Hours :03
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Course Objectives:

- To Know the applications of Enterprise Resource Planning and its benefits from its earlier role in Materials Requirements Planning
- To understand how the IT support for 'manufacturing' resource planning is extended to support 'enterprise' resource planning
- To learn the various levels of Integration viz Data Integration, Function Integration, Activity Integration, Process Integration, Method Integration and Program Integration

Course Content:

Module 1:

Business Information Systems: Evolution of ERP and SCM; business processes; process versus functions ;production planning and control; Know the core information system a firm requires; what is the role of these information systems; and how can they used more effectively ;IT in Business; Operations Management; Information systems applications (incl. internet) **(10 Hours)**

Module 2:

Materials Resources Planning: Outcome of MRP, primary and secondary requirements assigned to different periods; short fall of this approach as manufacturing capacities are not considered; link MRP with capacity planning and scheduling; Lead time scheduling; lead time reduction; capacity load levelling; product costing; need for creating master data.

(10 Hours)

Module 3:

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Enterprise Resource Planning & Implementation: Need for Integration; mapping the organization; business processes, ERP systems; ERP and the Internet; Implementation of ERP; Case examples. **(10 Hours)**

Module 4:

Supply Chain Management: Motivation for SCM; co-ordination and co-operation, bullwhip effect; cooperation and trust in supply chains; SCOR processes; process decomposition, modelling the supply chains, supply chain performance and risks. **(10 Hours)**

Module 5:

SCM Data structure and Advanced Planning: Data structure for supply chains; Master Data, Transaction Data; Advanced Planning and Scheduling, Case studies. **(10 Hours)**

Practical Components:

- Design MRP for an Organisation of your choice
- Prepare a report on Implementation Procedure for ERP in different Organisations
- Compare organisations performance on basis of bullwhip effect.

Course Outcomes:

- Students will know the need for Integrated Information Systems for mapping Process oriented company operations.
- Students will use IT support for 'manufacturing' resource planning which is also extended to support 'enterprise' resource planning.
- Students can use levels of Integration viz Data Integration, Function Integration, Activity Integration, Process Integration, Method Integration and Program Integration.

Textbooks:

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1. Karl E Kurbel,(2013),Enterprise Resource Planning and Supply Chain Management: Functions, Business Processes and Software for Manufacturing companies, Springer-Verlag Berlin Heidelberg,1/e.
2. S. Parthasarthy (2007), Enterprises Resource Planning: A Managerial and Technical Perspective, New Age International Pvt. Ltd Publishers.
3. Carol A Ptak, Eli Schragenheim ,ERP: Tools, Techniques and Applications for Integrating the Supply Chain (Resource Management), St. Lucie Press; CRP Press Company; Taylor and Francis Group,2/e.

Reference Books:

1. Sunil Sharma(2012), Supply Chain Management: Concepts, Practices and Implementation, Oxford Higher Education; Penguin Book Ltd.(UK)
2. F Robert Jacob, Ravi Shankar, Richard Chase, Operations and Supply Chain Management, Eastern Economy Edition; McGraw Hill Education,14/e
3. Dimitris N Chorafas(2001), Integrating ERP,CRM Supply Chain Management and Smart Material ,Auerbach Publications.

SERVICE OPERATIONS MANAGEMENT

Sub Code: 15MBAOP37	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objective:

- To increase students' understanding of the nature and importance of the service sector.
- To aid students in effective decision making in the management of a service organization.
- To understand the decision making process in both for-profit and not-for-profit service organizations.

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Course Content:

Module 1:

Introduction to Service Operations: Understanding Services Economy; Global trends in Services Sector; Changing paradigms in Competitiveness of services; Services – Manufacturing Continuum, Recent trends in manufacturing, increased role of services in manufacturing. **(10 Hours)**

Module 2:

Developing an overall vision for the service system: Developing a service strategy, Service Positioning & Implications for Service Delivery Design, Degree of customer contact, divergence, customization, Service blue printing, Service Enhancement using Internet, Pricing strategies in Services, Performance issues in service systems **(10 Hours)**

Module 3:

Capacity issues in service systems: Notion of capacity, Capacity build-up strategies, Capacity Vs System Performance. **(10 Hours)**

Module 4:

Design of service delivery design: Queuing Theory Applications in Service Systems, Simulation as a tool for design of services; Use of simulation software for modelling, Nature of design issues addressed using simulation, Simulation Applications in Service System Design, The services supply chain. **(10 Hours)**

Module 5:

Application Domain in Services: Services Management in IT/ITES Sectors; Off-shoring/Outsourcing – Strategic dimension & Competitive advantage, Services Management in IT/ITES Sectors; Capacity Management Issues, Models for Manpower Planning, Risk & Security issues in Financial Services Sector: Role of technology, Services Management in financial services. **(10 Hours)**

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Practical Components:

- Prepare and discuss cases and readings with group and as class participant, submit one page case summaries for each case and write a Two-Minute paper when prompted.
- Conduct a Group Project on a service business of your choice in teams of 5
- Develop a business strategy, state the Target Market, Service Concept and discuss the Service Delivery System. Include “Capacity Strategies” that will support the service delivery system.

Course Outcomes:

- Students will understand the terminology and responsibilities that relate to Service Operations Management.
- Students will be able to formulate and describe the function of the Service Operations Management discipline in various sectors of the economy through case study.
- Students will understand set of basic tools and skills used in solving problems traditionally associated with operating the service operations system.

Text Books:

1. Metters, King-Metters, Pullman, Walton (2013). Successful Service Operations Management 4TH ed., Thomson.
2. Fitzsimmons, James A., and Mona J. Fitzsimmons, (2004)Service Management: Operations, Strategy, and Information Technology, 4th Ed., Irwin/McGraw-Hill
3. C. Haksever, Render B., Russel S. R. and Murdick R. G. , (2007),Service Management and Operations, 2nd Ed.,Prentice Hall.

Reference Books:

1. David W. Parker, (2012). Service Operations Management- The Total Experience, 2nd Edition ,Edward Elgar Publications

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2. Robert Johnston, Graham Clark, (2012) Service Operations Management: Improving Service Delivery, 4th Edition, Financial Times/Prentice Hall.

INFORMATION TECHNOLOGY SPECIALIZATION

Subject Code	Third Semester (Four Electives)
15MBAIT34	KNOWLEDGE MANAGEMENT
15MBAIT35	DATA WAREHOUSING AND MINING
15MBAIT36	DATA CENTRE MANAGEMENT
15MBAIT37	ERP & ITS MODULAR INTEGRATION

KNOWLEDGE MANAGEMENT

Sub Code: 15MBAIT34	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

Students will learn about

- Concepts of knowledge management.
- Knowledge Management's value contribution in organizations.
- Organizational practices, techniques, and technology to realize more value from knowledge assets.

Course Content:

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Module 1:

Overview of Knowledge Management: Data, Information and Knowledge; History of Knowledge Management, Demystifying and Importance of Knowledge Management, Information Management Vs Knowledge Management; Knowledge Management's Value Proposition, Users Vs Knowledge Workers, Role of Consultant in Knowledge Management.

(12 Hours)

Module 2:

Strategic Dimensions of KM: Knowledge Management Strategies, Strategic Drivers, Impact of Business Strategy on Knowledge Strategy, Porter's Five forces Model, Resource Strategy Model, Strategic Advantage, Knowledge Maps, Strategic Knowledge Resources, Balanced Scorecard and Knowledge Strategy.

(10 Hours)

Module 3:

Knowledge Management System: Knowledge Management Processes; Knowledge Management Systems: Types of Knowledge Systems, Knowledge Management Architecture, Knowledge Management System Implementation, Knowledge Discovery in Database; Knowledge Management Infrastructure; Knowledge Management System Life Cycle (KMSLC).

(8 hours)

Module 4:

Tools & Techniques in KM: Knowledge Management Mechanisms & Technologies, Role of IT in KM, Knowledge Portals and Knowledge Management Tools, Communities and Collaborations, Intelligent Techniques in Building KMS.

(4 hours)

Module 5:

System Development: Data Mining in KM; Scope, Cost Efficiency and Reliability of Technologies to Support Knowledge work; Measurement Systems for KM, Knowledge Audit, Knowledge Divestiture, IP Protection, KM Certifications; Practices of Knowledge Management in Modern Global Organizations, SDLC Vs KMSLC; Challenges and Barriers to

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Knowledge Management Systems, Drivers of Knowledge Management System.

(14 Hours)

Practical Component:

- Visit a company and observe knowledge flow in organization. Submit a report on their contribution to productivity.
- Approach a company that does not have knowledge management practices. Design a knowledge management system or initiate practices.
- Find problem in an organization. Solve the problem by conducting an audit.

Course outcome:

A Student will be able to

- Classify, store and use data as a competitive edge in an organization.
- Design and develop a database by conducting a knowledge audit.
- Use knowledge to deliver end to end value to all stakeholders in the organization.

Text Books:

1. Anu Singh Lather, Anil K Saini and Sanjay Dhingra, (2011). Knowledge Management, Macmillan.
2. Fernandez A.C. (2009). Knowledge Management, 1st Edition, Pearson Education.
3. Stuart Barnes(2002), Knowledge Management Systems – Theory and Practice, Cengage Learning.
4. Steven Cavaleri and Sharon Seivert with Lee W. Lee (2008), Knowledge Leadership – The Art and Science of Knowledge based organisation, Butterworth – Heinemann.

Reference Books:

1. Natarajan G and Shekhar S. (2000), Knowledge Management: Enabling Business, Tata McGraw Hill.
2. Warier, Sudhir, (2009). Knowledge Management, 3rd Reprint, Vikas Pub. House.
3. Awad ME and Ghaziri, M.H, (2004), Knowledge Management, Pearson Education.

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4. Joseph M. Firestone, Ph. D. and Mark W. (2003). Key Issues in the New Knowledge Management, Butterworth-Heinemann

DATA WAREHOUSING AND MINING

Sub Code: 15MBAIT35	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objective:

Students will learn about

- Identifying problems in data processing
- Analysing and associating data
- Assessing strengths and weakness of various data models and methods.

Course Content:

Module 1:

Introduction: Data Mining tasks, Data Mining versus Knowledge Discovery in Data bases, Relational databases, Data warehouses, Transactional databases, Object oriented databases, Spatial databases, Temporal databases, Text and Multimedia databases, Heterogeneous databases, Mining Issues, Metrics, Social implications of Data mining.

(14 Hours)

Module 2:

Data Processing: Purpose of Pre-processing, Data cleaning, Data Integration, Data Transformation, Data Reduction, Data Discretization.

(4 Hours)

Module 3:

Data Mining Techniques: Data Mining Introduction, Elements, Purpose, Association Rule Mining, the Apriori Algorithm, Multilevel Association Rules, Multidimensional Association Rules, Constraint Based Association Mining.

(10 Hours)

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Module 4:

Decision Tree: Classification and Prediction: Issues regarding Classification and Prediction, Decision Tree induction, Bayesian Classification, Back Propagation, Classification Methods, Prediction, Classifiers accuracy. **(10 Hours)**

Module 5:

Clustering Techniques: Introduction, Nature, Industrial Relevance, Purpose and importance, Cluster Analysis Meaning, Clustering Methods, Hierarchical Methods, Density Based Methods, Outlier Analysis, Introduction to Advanced Topics: Web Mining, Spatial Mining and Temporal Mining. **(12 Hours)**

Practical Component

- Visit a company and observe its business model. Recommend the best suited Database for that company by submitting a report.
- Apply decision tree principles and recommend a best alternative for a company.
- Procure a raw data and apply data cleaning methods. Get the data ready for processing.

Course Outcome:

- Student will be able to weed out unnecessary data and structure data storage.
- Manage data for processing by using pre-processing methods.
- Effectively mine data by using various methods to form a strategy.

Text Books

1. J. Han and M. Kamber , (2001). Data Mining: Concepts and Techniques, Morgan Kaufmann, .New Delhi.
2. M. Golfarelli, S. Rizzi. Data Warehouse Design: Modern Principles and Methodologies. McGraw-Hill, 2009.
3. R. Ki15MBAII, "The Data Warehouse Toolkit", 2nd edition.

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4. W. H. Inmon, "Building the Data Warehouse", 3rd edition.

Reference Books

1. M. H. Dunham, (2003). Data Mining: Introductory and Advanced Topics, Pearson Education, Delhi.
2. Paulraj Ponnaiah, (2001). Data Warehousing Fundamentals, Wiley Publishers.
- S.N. Sivananda and S. Sumathi, (2006). Data Mining, Thomson Learning, Chennai.

DATA CENTRE MANAGEMENT

Sub Code: 15MBAIT36	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

Students will learn about

- Basics and history of data centre
- Need of data centre for businesses and different designs.
- Factors to be considered while setting up data centre.
- Resource planning and allocation in setting up data centres.
- Regulations to be followed in managing data centres.

Course Content:

Module 1:

Basic Concepts: History of the data centre, Critical services provided by Data Center, Role of Data Centres, Digital, and low carbon economy, Identifying the relevant industry bodies, associated standards and regulations. **(12 Hours)**

Module 2:

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Site selection and environmental considerations: Standards recommendations, Effect of availability of resources in design, including power, connectivity and water. Geographical influences on the location of a data centre, including air-quality and localized risks, Other site selection criteria, Future Influence on design. **(12 Hours)**

Module 3:

Architecture Design and Standards Recommendations: Align design and architecture, Business impact of decisions, Design from a TCO perspective over lifecycle, External Shell design, Space considerations, Structural Specifications. Applicable Standards – including fire resistance, fire suppression and security, etc. Codes & Regulations – including legislative requirements and voluntary initiatives, different types of data center design. **(10 Hours)**

Module 4:

Raised Access Floor and Design: Best Practices, connecting the infrastructure with copper and fibre, history of the access floor & raised floor. **(4 Hours)**

Module 5:

Standards: Relevant standards and regulations, Floor loading, Design considerations with regard to flooring, Tiling and ramp standards in Data centre and their roles in airflow management, Current Cabling standards and their importance. **(12 Hours)**

Practical Components

- Visit IT companies and procure their data centre addresses. Submit a report on why a company should go for a data centre.
- Conduct a survey and submit a report on how many companies have data centres, and also elaborate on factors affecting decisions on data centres.

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- Visit a data centre and submit report on processes and procedures followed in delivering customer value.

Course Outcomes:

Students will be able to

- Plan, Design and manage a Data Centre.
- Analyze and update infrastructures with periodical requirements in organizations.
- Meet global acceptable standards in carrying out organizational processes.

Text Books:

1. Mauricio Arregoces & Maurizio Portolani, (2003). Data Center Fundamentals , 1st Edition, CISCO Press.
2. James Hannan, (2011). A Practical guide to data center operations management, Volume 6, Auerbach Publishers.
3. John L. Hufferd (2003), "ISCSI", Addison-Wesley Boston ISBN: 978- 0201784190.
4. Robert W. Kembel, Roger Cummings (Introduction) (1998), "The Fibre Channel Consultant" Northwest Learning Assoc; 3rd edition, ISBN: 0931836840.
5. Robert W Ke15MBAl (2009), "Fiber Channel Switched Fabric" Northwest Learning Associates, inc. ISBN: 0931836719.

Reference Books:

1. Silvano Gai, Claudio DeSanti, (2009). I/O Consolidation in the Data Center, 1st Edition, Cisco Press;
2. Kevin Corbin, Ron Fuller, David Jansen, (2013). NX-OS and Cisco Nexus Switching: Next-Generation Data Center Architectures, 2nd Edition, Cisco Press.
3. Nash Darukhanawalla, Patrice Bellaga15MBA, (2011). Interconnecting Data Centers Using VPLS, 1st Edition, Cisco Press.
4. Mickey Iqbal, (2010). IT Virtualization Best Practices: A Lean, Green Virtualized Data Center Approach, 1st Edition, MC Press.

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ERP AND ITS MODULAR INTEGRATION

Sub Code: 15MBAIT37	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objective:

Students will learn about

- Significance of ERP and its impact on organizational growth.
- ERP and related technology in terms of integrated data modelling.
- Analyse ERP from the manufacturing perspective.
- Understand the different type of ERP modules and their information flow.

Course Content

Module 1:

Introduction: Evolution of ERP, Reasons for the growth of the ERP market, The advantages of ERP, ERP Implementations, ERP packages in the market, Enterprise – An Overview: Introduction, Integrated Management Information, Business modelling, Integrated Data Model. **(12 Hours)**

Module 2:

ERP and Related Technologies: Introduction, Business Process Reengineering, Management Information System, Decision Support System, Executive Information Systems, Data Warehousing, Data Mining, On-line Analytical Processing, Supply Chain Management. **(4 Hours)**

Module 3:

Manufacturing Perspective: Introduction, ERP, CAD/CAM, Materials Requirements Planning, Bill of Material, Closed Loop MRP. Manufacturing Resource Planning, Distribution Requirements Planning, JIT and Kanban, Product Data Management, Benefits of PDM,

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Make-to-order, and Make-to Stock, Assemble to order, Engineer to order, Configure-to order. **(8 Hours)**

Module 4:

ERP Modules and Benefits: ERP Modules: Introduction, Finance, Plant Maintenance, Quality Management, and Materials Management. Benefits of ERP: Introduction, Reduction of Lead time, On-time shipment, Reduction in Cycle Time, Improved Resource Utilization, Better Customer Satisfaction, Improved Supplier Performance, Increased Flexibility, Reduced Quality Costs, Improved Information Accuracy and Decision – making capability.

(12 Hours)

Module 5:

ERP Implementation Life Cycle: Pre-evaluations Screening, Package Evaluation, Project Planning Phase, Gap Analysis, Reengineering, Configuration, Implementation of Team Training, Testing, Going Live, End user Training, Post implementation Vendor, Consultants and Users: Introduction, In-house implementation – Pros and Cons, Vendors, Consultants, End-users.

(14 Hours)

Practical Component

- Visit a company and find out what ERP is being used. Also gather information on its contribution to productivity.
- Design an Integrated Data Model for ERP implementation.
- Procure an existing ERP model and recommend possible points of controlling costs and increasing customer satisfaction.

Course Outcomes

Student will be able to

- Use Decision support system in an organization to boost productivity.
- Analyse the modular requirements.
- Formulate required modules for an organization.
- Ensure implementation of all modules in an organization and monitor the

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Banking Electives

performance.

Text Books:

1. Alexis Leon (2000), "ERP Demystified", Tata McGraw Hill, New Delhi.
2. Mahadeo Jaiswal and Ganesh Vanapalli (2009), ERP Macmillan India.
3. Vinod Kumar Garg and Venkitakrishnan N.K. (2006), ERP- Concepts and Practice, Prentice Hall of India.

Reference Books:

1. Joseph A Brady, Ellen F Monk, Bret Wagner (2001), "Concepts in Enterprise Resource Planning", Thompson Course Technology, USA.
2. Vinod Kumar Garg and Venkitakrishnan N K(2003), "Enterprise Resource Planning – Concepts and Practice", PHI, New Delhi.
3. Sinha P. Magal and Jeffery Word(2012), Essentials of Business Process and Information System, Wiley India.
4. Jagan Nathan Vaman(2008), ERP in Practice, Tata McGraw-Hill.

BANKING ELECTIVES

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Subject Code	Subject
15MBABK34	Principles & practices of Banking
15MBABK35	Legal Aspects of Banking
15MBABK36	Women & MUDRA Banking
15MBABK37	Rural Banking & Micro Financing

PRINCIPLES AND PRACTICES OF BANKING

Sub Code: 15MBA34	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

1. To Understand the banking system and structure in India
2. To understand the nature of banker- customer relationship.
3. To provide an understanding of asset liability management in banks

Course Content:

Module 1:

Banking system and structure in India- Types of banks in operation – Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act & Reserve Bank of India Act. **(8 Hours)**

Module 2:

The terms banker and customer – Types of relationship between banker and customer – Bankers obligations to customers – Right of lien, setoff, appropriation– Provisions of Negotiable Instrument Act, 1881 – Bankers legal duty of disclosure and related matters.

(12 Hours)

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Module 3:

Customers` accounts with banks – Opening- operation – KYC norms and operation – Types of accounts and customers – Nomination – Settlement of death claims. **(10 Hours)**

Module 4:

Banking Technology- Home banking – ATMs- Internet banking – Mobile banking- Core banking solutions – Debit, Credit, and Smart cards – EFD – RTGS. **(10 Hours)**

Module 5:

International banking – Exchange rates – Documentary letter of credit – financing exporters and importers – ECGC Policies and guarantees. **Banker as lender** – Types of loans – Overdraft facilities – Discounting of bills – Financing book dates and supply bills- Charging of Security bills pledge – mortgage – assignment. **(10 Hours)**

Practical Components:

- Students should prepare a report on Universal Banking & Cross Selling concepts adopted by banks.
- Students should do a mini project on Customer Profiling aspects adopted by banks.
- Students should prepare a report on Advertisement & Publicity efforts done by banks using ATMs (making a checklist of the publicity material found in an ATM – preferably in a private bank ATM)

Course Outcome

- The students will be able to analyse the banking system and structure in India
- The students will be able understand the nature of banker- customer relationship.
- To comprehend the technological up gradation and application in banking among the students.
- The students will understand the asset liability management in banks.

Text Books:

1. Principles and practices of Banking - IIBF, 2/e, Macmillan, New Delhi.

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2. Elements of Banking & Insurance – Jyothsna Sethi & Nishwan Bhatia, PHI, 2009.
3. Bank Management - Koch W, Timothy, & S. Scott, Cengage Learning, New Delhi.
4. Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Second edition, Pearson, 2011
5. Banking Theory and Practice, K.C. Shekhar and Lekshmy Shekhar, Vikas Publishing House, 2011
6. Modern Banking: Theory and Practice, Muraleedharan D, PHI, 2013.

Reference Books:

1. Banking Theory, Law and practice - Sunderaram and Varshney, Sultan Chand & Sons, New Delhi.
2. Banking and Financial System - Prasad K, Nirmala, Chandradas J. Himalaya Publishing House, Mumbai.
3. Management of Banking and Insurance – Sondhi N. K, Vrinda Publications.
4. Banking and Insurance – Aggarwal O. P, HPH.

LEGAL ASPECTS OF BANKING

Sub Code: 15MBA35	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To understand the regulatory functions of the Indian Banking System.
- To understand the legal aspects of Banking operations in detail.
- To Know the control over organisations of Banks.
- To learn legal provisions of banking accepting deposits, lending loans, handling different types of customers.
- To know the important laws relating to Negotiable instrument act, stamp act and property act.

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Course Content

Module 1:

Banking Regulation- Constitution, Objectives, Functions of RBI, Tools of Monetary Control, Regulatory Restrictions on Lending. **(7 Hours)**

Module 2:

Role Of Money Markets, Debt Markets & Forex Market - Types of Money & Debt Market Instruments incl. G-Secs; ADs, FEMA, LIBOR, MIBOR, etc. **(13 Hours)**

Module 3:

Role and Functions of Capital Markets, SEBI - Overview of Capital Market; Stock Exchange; Commonly used Terms; Types of Capital Issues; Financial Products/Instruments including ASBA, QIP; SEBI; Registration of Stock Brokers, Sub brokers, Share Transfer Agents, etc; QIBs. **(9 Hours)**

Module 4:

CIBIL, Fair Practices Code for Debt Collection, BCSBI - Role and Functions of CIBIL, Fair Practices Code for Debt Collection, Codes of BCSBI. **(11 Hours)**

Module 5:

Recent Developments in the Financial System - Structure, Reforms in the Indian Financial System; recent developments in Money, Debt, Forex Markets; Regulatory Framework; Payments and Settlement System. **(10 Hours)**

Practical Components:

- The students should prepare a report on the regulatory functions of the Indian Banking System.
- The students should conduct a group discussion on the legal aspects of banking operations in detail.

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- The students should prepare a report on the control over organisations of Banks. submission of relevant documents and papers to the banks for deposits and loans for opening of accounts
- Discuss on learning the methods of pre-sanctioning of loans.
- Prepare a report on Implementing post sanctions or follows up work related to loans.

Course Outcome

- The students will understand the regulatory functions of the Indian Banking System.
- The students will understand the legal aspects of Banking operations in detail.
- The students will understand the control over organisations of Banks
- The students will understand the legal provisions of banking accepting deposits, lending loans, handling different types of customers.
- The students will be able to know the important laws relating to Negotiable instrument act, stamp act and property act.

Textbooks:

1. IIBF (2008), Legal and Regulatory Aspects of Banking, Macmillan.
2. libf (2005), Legal Aspects Of Banking Operations Macmillan.
3. M.L.Tannan, revised by : Banking Law and Practice, Wadhwa & Company, Nagpur
C.R. Datta & S.K. Kataria

Reference Books:

1. Eva Helene Gertrude Hüpkes (2000), The Legal Aspects of Bank Insolvency, Kluwer Law International.
2. A.B. Srivastava and : Seth's Banking Law, Law Publisher's India (P) Limited K. Elumalai
3. R.K. Gupta : BANKING Law and Practice in 3 Vols. Modern Law Publications.

WOMEN & MUDRA BANKING

Sub Code: 15MBA36	CIE:50
Hrs/ Week: 04	SEE:50

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Total Hrs: 50	Exam Hours: 03
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Course Objectives:

- To understand the significance and provisions of financial inclusion and micro finance.
- To encourage new start up and women entrepreneurs.

Course Content:

Module 1:

Introduction: Meaning – definitions- history-Need- Objectives –Organisational structure of Mudra Bank-Role of mudra bank in India. **(7 Hours)**

Module 2:

Mudra Bank Loan schemes –How to get loan under Mudra schemes-Institutions involved in Mudra Bank- Pradhan Mantri Mudra yojana. **(13 Hours)**

Module 3:

Important aspects of Mudra Bank like interest structure-recruitment-Mudra Bank and refinances schemes-Micro units and mudra Bank- 11 aspects about mudra Bank. **(9 Hours)**

Module 4:

Women Banking in India - First women bank in India-Emergence of women Banks in India-need-objectives –growth of women bank- international scope of women banks-7 important things about women banks-Role of women banking in India-Financial inclusion and women banking. **(11 Hours)**

Module 5

Institutions involved in women Banking –Role of Bharathiya Mahila Bank-Branches-recruitment-world women banking in India. **(10 Hours)**

Practical Components:

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- 1) Group Discussion on the national objectives of economy with regular updating.
- 2) Prepare a report on the possibilities of starting new ventures exclusively by women.
- 3) Students should visit various institutions and borrowers to understand their practical problems and prepare a report on that.

Course Outcome:

- 1) The students will be able to guide the needy to make use of different schemes of Government under Prime ministers yojana.
- 2) They will be equipped to go for new ventures, develop existing ventures etc.,

Text Books:

1. Jayadev M., Diatha Krishna Sundar (2016), Changing Contours of Microfinance in India, Routledge.

Reference Books:

2. K.S.V. Menon & Garima Malik (2016), Funding Options for Startups: A Conceptual Framework and Practical Guide, Notion Press.

RURAL BANKING & MICRO FINANCING

Sub Code: 15MBA37	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To understand the causes for ineffectiveness of formal lending & evaluates a few current alternative initiatives that attempt to promote higher financial inclusion in the country under different models such as provision of microfinance through Self-Help Groups, SHG Bank Linkage model etc.

Course Content:

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Module 1:

RURAL BANKING - Characteristics of Rural Society; Caste and power structure - rural social stratification, Economic Features; Economic life of rural people, share in National income - Trends in per capita income, rural money markets, rural indebtedness, rural poverty - main causes and methods of measuring rural poverty, Rural infrastructure; Transport, Power, Markets and other services. **(12 Hours)**

Module 2:

Financing Rural Development Regulation of Rural Financial Services: Function and policies of RBI in Rural Banking, NABARD-Main functions, role, refinance support. Lead bank approach, State level and District level Credit committees, Rural Credit Institutions; Co-operative Credit Societies and Banks, Land Development Banks, Regional Rural Banks, Commercial Banks. Role of Information and communication technologies in rural banking- Models, Financial inclusion & inclusive growth for rural development banking, rural insurance micro insurance scheme, concept of Business Facilitators and Business Correspondents in rural financing. **(12 Hours)**

Module 3:

Government Sponsored Schemes - SGSY; SJSRY; PMRY; SLRS.

Self Help Groups, Need for & Functions of SHGs, Role of NGOs in Indirect Finance to SHGs, SHGs & SGSY Scheme, Capacity Building. **(8 Hours)**

Module 4:

Agricultural Finance - Types of Agricultural Loans; Risk Mitigation in agriculture (NAIS, MSP etc)

Financial Inclusion - BC; BF; Role of ICT in Financial Inclusion, Mobile based transactions, R SETI. **(8 Hours)**

Module 5:

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Problems and prospects in Rural Banking Role of rural banking: Problems of Rural branches of Commercial banks - transaction costs and risk costs. Technology based Financial Inclusion, Emerging trends in rural banking-financing poor as bankable opportunity, Micro Credit, Self Help Groups / NGOs, linkages with banking, latest guidelines of GOI and RBI. **(10 Hours)**

Practical Components:

- Students need to visit the rural areas and analyse the effectiveness of banking system.

Course Outcome

- Students will be able to understand the causes for ineffectiveness of formal lending & evaluates a few current alternative initiatives that attempt to promote higher financial inclusion in the country under different models such as provision of microfinance through Self-Help Groups, SHG Bank Linkage model etc.

Text books:

1. Desai, Vasant - Rural Development in India. (Himalaya Publishing House 2005)
2. Rohtagi – Rural Banking & Over dues Management (Cybertech)
3. Patnaik UC – Rural Banking in India (Anmol publications)
4. Basu Priya – Improving Access to Finance for India's Rural Poor (world bank publications)

Reference Books:

1. Bhatnagar Amitabh – Rural Micro finance & Microenterprise (Concept publishing)
2. Sohano & Balakrishna – Indian Rural Banking – the Changing Paradigm (ICFAI)

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IV Semester

GUIDELINES FOR 10 WEEK INTERNSHIP / PROJECT WORK (15MBA41) BETWEEN 3RD AND 4TH SEMESTER MBA

OBJECTIVE:

To expose the students to understand the working of the organization / company / industry and take up an in-depth study of an issue / problem in the area of specialization.

STRUCTURE:

The project work shall consist of two parts

Part - A - Corporate Exposure – Approximately 4 weeks 40% of the marks is allocated

Part - B - Study of an Issue / Problem Approximately 6 weeks 60% of the marks is allocated

GENERAL GUIDELINES:

- The project work shall be for a period of 10 weeks immediately after the completion of 3rd Semester Examinations but before the commencement of the 4th semester classes

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- The Subject code of the project work report shall be 15MBA41 and shall be compulsory for all the students opting for all specializations.
- The College shall receive 2 copies of project reports prior to the commencement of the 4th semester examination.
- No two students shall work on the same problem in the same organization.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- On completion of the project work, student shall prepare a report with the following format.
 - The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 12 font size
 - All the reports shall be printed in the A4 size 1" margin on all the sides.
 - The report shall be hard bound facing sheet indicating the title of college and month & year of admission (spiral binding not permitted)
 - A certificate by the guide, HOD and Head of the institution indicating the **bonafide** performance of the project by the student to be enclosed.
 - An undertaking by the student to the effect that the work is independently carried out by him.
 - The certificate from the organization.
 - Acknowledgement
 - Executive Summary

Schedule to be followed before commencement of Internship

Activity Time line Remarks	Activity Time line Remarks	Activity Time line Remarks
Identifying the organization Problem identification	First two weeks	Student individually identifies an organization and identifies problem for his/her study, according to his/her interest.

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Problem statement	3rd week	His/ Her interests are discussed with selected guides
Research Design	4th week	Discussion with Internal Guide to decide on suitable design for the research
Synopsis Preparation	5th and 6th week	Preparation of Synopsis* incorporating the objectives
Presentation of Synopsis	7th and 8th week	The student will present the synopsis with the detailed execution plan to the Internal Guide and HOD who will review and may: a. Approve b. Approve with modification or c. Reject for fresh synopsis
Approval Status	9th and 10th week	The approval status is submitted to HOD who will officially give concurrence for the execution of the internship

*Synopsis: It is a three page document or hard copy to be submitted to the HOD with the signatures of the Guide and the student

Page 1	Title, Contact Address of student- with details of Internal and External Guide
Page 2	Short introduction with objectives and summary (300 words). Review of

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	Articles / Literature about the topic with source of information
Page 3	Time Activity Chart

Schedule to be followed during Internship

Activity	Time Line	Remarks
Understanding Structure, Culture and functioning of the organization	First 2 weeks of Internship	Student should understand Products / services and the problems of the organization.
Preparation of Research instrument for data collection	3rd and 4th week of Internship	Discussion with the guide for finalization of research instrument in his/her domain and present the same to the guide. (First Presentation)
Data collection	5th and 6th week of Internship	Data collected to be edited, coded, tabulated and presented to the guide for suggestions for analysis. (Second Presentation)
Analysis and finalization of report	7th and 8th week of Internship	Students must use appropriate and latest statistical tools and techniques for analyzing the data. (It is must to use Statistical Package whose result should be shown in the report) (Third Presentation)
Submission of Report	9th and 10th week of Internship	Final Report should be submitted to the University before one week of the

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		commencement of theory examination
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Evaluation:

- Internal evaluation will be done by the internal guide.
- External valuation shall be done by a faculty member of other institute with minimum of 10 years of experience.
- Viva-Voce / Presentation: A viva-voce examination shall be conducted where a student is expected to give a presentation of his/ her work. The viva voce examination will be conducted by the respective HOD / Internal guide and an expert drawn from other institutes with minimum of 10 years of experience.
- Internship (project) work carries 200 marks consisting of 50 marks for internal valuation by the internal guide, 50 marks for external evaluation and 100 marks for viva-voce examination.

INTERNSHIP/ PROJECT VALUATION MARKS:

1.0 INTERNAL VALUATION

Sl.No	DETAILS	MARKS
1	IST PRESENTATION	05
2	2 ND PRESENTATION	05
3	3 RD PRESENTATION	10
4	INTRODUCTION & METHODOLOGY	05
5	INDUSTRY & COMPANY PROFILE	05
6	THEORETICAL BACKGROUND OF THE STUDY	05
7	DATA ANALYSIS & INTERPRETATION	10
8	SUMMARY OF FINDINGS,SUGGESTIONS & CONCLUSIONS	05

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	TOTAL	50
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EXTERNAL VALUATION

Sl.No	DETAILS	MARKS
1	INTRODUCTION & METHODOLOGY	10
2	INDUSTRY & COMPANY PERFORMANCE	05
3	THEORETICAL BACKGROUND	05
4	DATA ANALYSIS & INTERPRETATION	20
5	SUMMARY OF FINDINGS & SUGGESTIONS	10
	TOTAL	50

VIVA VOCE

Sl.no	DETAILS	MARKS
1	PRESNTATIONS SKILLS	10
2	COMMUNICATION SKILLS	10
3	SUBJECT KNOWLEDGE	20
4	OBJECTIVES OF STUDY & METHODOLOGY	20
5	ANALYSIS WITH STATISTICAL TOOLS	20
6	FINDINGS AND SUGGESTION	20
	TOTAL	100

Format of the internship report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1" margin all sides and 1.5 line spacing. The internship report shall not exceed 100 pages.

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Submission of Report: The College shall receive 2 copies of project reports prior to the commencement of the 4th semester examination.

Publication of Research Findings: Students are expected to present their research findings in Seminars/Conferences/Technical/Management Fests or publish their research work in Journals in association with their Internal Guide. Appropriate Weightage should be given to this in the internal evaluation of the project report.

Contents of the Internship (Project) Report

- Cover page
- Certificate from the Organization
- Certificate from the guide, HOD and Head of the Institution indicating bonafide performance of internship by the student
- Declaration by the student
- Acknowledgement
- Table of contents
- List of tables and graphs
- Executive summary
- Chapter 1: Introduction about the internship, Topic chosen for the study, Need for the study, Objectives of the study, Scope of the study, Methodology adopted. Literature review (latest), Limitations of the study
- Chapter 2: Industry profile and company profile: Promoters, vision, Mission & Quality Policy. Products / services profile areas of operation, infrastructure facilities, competitors' information, SWOT Analysis, Future growth and prospects and Financial Statement
- Chapter 3: Theoretical background of the study: Elaborative information on the subject chosen for better understanding and usage in the analysis
- Chapter 4: Analysis and interpretation of the data- collected with relevant tables and graphs. Results obtained by the using statistical tools must be included.
- Chapter 5: Summary of findings, Conclusion and Suggestions / Recommendations
- Bibliography

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· Annexure relevant to the project such as figures, graphs, photographs etc.,

Strategic Management

Sub Code: 15MBA42	CIE:50
Hrs/ Week: 03	SEE:50
Total Hrs: 40	Exam Hours: 03

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Course Objectives:

- To provide a basic understanding of the nature and dynamics of the strategy formulation and implementation processes at various level.
- To develop the ability to identify strategic issues and design appropriate courses of action.

Course Content:

Module 1:

Introduction: Business policy- Evolution, Vision and mission of a firm, Difference between business policy and strategic management, Introduction to Strategic Management-Strategic Management Process.

Strategic Decision Making: Mintzberg's modes of strategic decision making, Strategic decision-making process, Strategic Planning process. **(8 Hours)**

Module 2:

Scanning the Environment: Identifying external environmental variables, Porter's approach to Industry Analysis, Internal scanning, and Resource based approach to organizational analysis, Value chain analysis, scanning functional resources.

Business Planning: Entrepreneurial Level Business planning, Multi stage wealth creation model for entrepreneurs, Planning for large and diversified companies, brief overview of Innovation, integration, Diversification, Turnaround Strategies, GE nine cell planning grid and BCG matrix. **(10 Hours)**

Module 3:

Strategy Formulation: Situation Analysis and Business Strategy: Situation Analysis-SWOT Analysis; Business Strategy- Porter's Competitive Strategies.

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Corporate Strategy: Directional Strategy, Portfolio Strategy, and Parenting Strategy, Functional Strategy and Strategic Choice. **(6 Hours)**

Module 4:

Strategy Implementation: Concept of strategy implementation, Stages of strategy development, Advanced Types of organizational structures, organizing for Action, Staffing and Directing, Global Issues.

Evaluation and Control: Evaluation and Control in Strategic Management, Measuring Performance, Strategic Information Systems, Problems in Measuring Performance, Guidelines for strategic Control. **(10 Hours)**

Module 5:

International Strategy: Identifying international challenges and opportunities, Choice of international entry modes, Strategic competitive outcomes, Risk in an international environment. **(6 Hours)**

Practical Components:

- Study the concept of Michael Porter's five forces model through its application to any one industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc.)
- Study the strategies of ancient Indian leaders like Chanakya,, Chandra Gupta Maurya etc., and Current business Leaders namely Ratan Tata, Birla's, A15MBAni's, Narayan Murthy, Rahul Bajaj etc.
- The strategies behind success of any five corporate.

Course Outcomes:

By the end of the semester, students would be able to:

- Analyze the main structural features of an industry and develop strategies for the firms.
- Understand of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios.

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- Think critically in relation to various problem, situation or strategic decision through real life cases.

Text Books:

1. J.D. Hunger and T. L. Wheelen (2010), Strategic Management and Business Policy, Pearson Education, N.Delhi ,12th Ed.
2. Azhar Kazmi (2009), Business Policy & Strategic Management, Tata McGraw Hill, 12thEdition, New Delhi
3. Charles W. L. Hill, Gareth R. Jones(2012), Strategic Management - An Integrated Approach,12/e,Cengage Learning
4. Garth Saloner, Andrea Shepard and Joel Podolny(2005), Strategic Management, John Wiley & Sons

Reference Books:

1. Thompson & Strickland, Strategic Management-Concepts and Cases(2007), Tata McGraw Hill Pulishing Co. Ltd. New Delhi; 12th Ed.
2. John A. Pearce & R.B. Robinson(2012), Strategic Management - Strategy Formulation and Implementation, AIBT Publishers & Distributors, New Delhi
3. R. Srinivasan (2012), Strategic Management the Indian context, 5/e, Prentice Hall of India

TOTAL QUALITY MANAGEMENT

Sub Code: 15MBA43	CIE:50
Hrs/ Week: 03	SEE:50
Total Hrs: 40	Exam Hours: 03

Course Objectives:

This subject provides students with the knowledge to

- Understand the philosophy and core values of Total Quality Management (TQM);

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- Determine the voice of the customer and the impact of quality on economic performance and long-term business success of an organization;
- Apply and evaluate best practices for the attainment of total quality.

Course Content:

Module 1:

The History and importance of Quality :Defining Quality , Quality as Management frame work, Three levels of Quality ,Quality and personal values , Quality in Manufacturing, Quality in services, Quality in Health care, Quality in Education, Quality in Small Business and not for profits, Quality in public sector. **(8 Hours)**

Module 2:

Quality in practice: Ritz, Carlton hotel, Xerox, Toyota, Infosys, BSNL. The Demining Philosophy, Juran Philosophy, Crosby Philosophy, other Quality Philosophers, Quality Management Awards and frame works, The Malcolm Baldrige National Quality Award, International Quality Award programs – ISO 9000:2000 **(8 Hours)**

Module 3:

Six Sigma-Qualities in practice: Six Sigma at Samsung, Motorola, Sundaram Clayton, Apollo Hospitals.-The Importance of Customer Satisfaction and loyalty , Creating and identifying customers , Understanding customers' needs , Customer Relationship Management , Leadership for Quality – Strategic Planning , 7 Management and planning tools , Leadership, strategy and Organizational structure. Quality Practice: Solar turbines, Amazon.com, Wall-marts, Reliance Industries. **(8 Hours)**

Module 4:

Process Management: Scope of Process Management, Product Design Processes, Designing Process for Quality, Projects as value creation, Process control, Process Improvement, Self-

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Assessment Processes. Quality Practice: Bringing Process Management to Education, TVS Group, General Motors, and IOC. **(8 Hours)**

Module 5:

Statistical Thinking: Statistical Foundation, Tools for concept Development, Tools for Design Optimization, Tools for Design verification, Basic and other tools for process improvement, SPC Methodology, Control Charts for variable data and attributes. Quality Practice: QFD to University, SPC to Pharma Company, Microsoft Industries. **(8 Hours)**

Practical Components:

- Students have to study any Indian organization which has won Deming prize and identify the quality initiatives of that organization
- Evaluate the concept of Total Quality management keep in view various organizations. Critically discuss the tools and techniques of Total Quality Management for services organization in detail and exhaustively describe why it is a challenge to micro and small scale businesses
- Organizational structure shows communication flow in the organization presented through communication models to clarify the information path. Students are required to study a communication model for traditional organization in the prospective of total quality management.

Course Outcomes:

- Students will be able to Select and apply appropriate techniques in identifying customer needs, as well as the quality impact that will be used as inputs in TQM methodologies;
- Students will be able to Measure the cost of poor quality and process effectiveness and efficiency to track performance quality and to identify areas for improvement;
- Students will understand proven methodologies to enhance management processes, such as benchmarking and business process reengineering.

Text Books:

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1. James R. Evans. (2014). Total Quality Management, Organization and Strategy, 4th Edition, Cengage Learning
2. Dale.H. Besterfield .(2014).Total Quality Management, 3rd Edition, Pearson Education
3. Shridhar Bhat .(2013).Total Quality Management, 3rd Edition, Himalaya Publication

Reference Books:

1. Bureau of IS Guidelines for ISO 9000 implementation.
2. Poornima M.Charantimath. (2012).Total Quality Management, Edition, Pearson Educa

Marketing Electives IV Semester	
Subject Code	Subject
15MBAMM44	Services Marketing
15MBAMM45	Product and Brand Management
15MBAMM46	Rural Marketing
15MBAMM47	Marketing of Technology and Product Innovation Management

Control Handbook, edition Mc.Graw Hill Publication

Marketing Electives

SERVICES MARKETING

Sub Code: 15MBAMM44	CIE:50
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Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To understand service as a concept to frame service business strategies.
- To learn service gaps in businesses, Acquire knowledge on managing service quality.
- To understand role of employees in service design.

Course Content:

Module 1:

Introduction to Services: Service Concepts, Contribution & reasons for growth of services sector, Difference in goods and service marketing, Characteristics of Services, Concept of service marketing triangle, Service marketing mix, GAP models of service quality. Marketing challenges in service industry. **(12 Hours)**

Module 2:

Consumer behaviour in services: Search, Experience and Credence property, Customer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services.

Customer perception of services- Factors that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.

(12 Hours)

Module 3:

Understanding customer expectation through market research: Using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies, Relationship marketing, Evaluation of customer relationships, Benefits of customer relationship, levels of retention strategies, Market segmentation-Basis & targeting in services. **(8 Hours)**

Module 4:

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Service Standards & Market Performance: “Hard” & “Soft” standards, Process for developing customer defined standards, Key reasons for GAP 2- service leadership, Creation of service vision and implementation, Service quality as profit strategy, Role of service quality in offensive and defensive marketing. **(6 Hours)**

Module 5:

Service design and Positioning: Challenges of service design, new service development – types, stages, Service blue printing, Using & reading blue prints. Service positioning – positioning on the five dimensions of service quality, Service Recovery, Source of conflict, Quality – productivity trade off, Strategies for closing GAP 3, Importance of customer & customer’s role in service delivery, Strategies for enhancing, Customer participation, Delivery through intermediaries, Key intermediaries for service delivery, Intermediary control strategies. **(12 Hours)**

Practical Components:

- Design a service blue print.
- Role play or video of an excellent company
- Interview a service employee and evaluate the role played by them.
- Visit a company and evaluate their service quality by SERQUAL and SERPERF scales.

Course outcomes:

After the course, students will be to

- Operate service businesses profitably by satisfying customers
- Satisfy customers by understanding loopholes in value delivery
- Plan a service encounter with customer to handle grievances
- Design a service business model and sustain it.

Text Books:

1. Valarie A Zeithmal & Mary Jo Bitner; (2011) ;5/e, TMH
2. Christopher H (Author), JoJochen Wirtz;(2011);Services Marketing,7/e, Pearson Education

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3. Fisk/Grove/John ;(2014)Services Marketing Interactive Approach,4/e, Cengage Learning
4. Kenneth E Clow & David L.Kurtz,(2007)Services Marketing: Operation, Management and Strategy; 2/e, Biztantra.
5. Ravi Shankar ;(2006) Services Marketing: The Indian Perspective; Excel BOOKS,

Reference Books:

1. Rajendra Nargundkar (2010); Services Marketing 3/e, TMH, 2010
2. R.Srinivasan; (2004); PHI Learning Pvt. Ltd.
3. Hoffman & Bateson (2007); Services Marketing, 4/e, Cengage Learning
4. Peter Mudie and Angela Pirrie ,(2006),Service Marketing , 3/e, Elsevier

PRODUCT AND BRAND MANAGEMENT

Sub Code: 15MBAMM45	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To Formulate strategies for building, leveraging, and defending brands,
- To manage integrated campaigns to influence customer and trade behaviour.
- To develop skills for product design, test marketing and positioning.

Course Content:

Module 1:

Brands and Brand Management: Brand Meaning, Building strong brands, PBM practices in Industry, The Process of PBM design, Brand Audit Project Briefing, Product management basics, PBM, Elements of Product Strategy Positioning Strategy, and Product Strategy over Life Cycle

(12 Hours)

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Module 2:

Customer-based Brand Equity: Concept of Brand equity, CBBE: Keller's Model Aaker's Brand Equity Model, Advantage: Strong Brands, Brand Identity, Elements of Brand Mantra, Line Extension New Product Ideation, Product Testing, New Product Forecasting, Brand Extensions, Defining competitive set, Category Attractiveness Analysis, Competitor Analysis (tools and metrics), Customer Analysis. **(12 Hours)**

Module 3:

Brand Positioning and Values: Positioning, Elements, Company Place/Country of Origin Distribution, Co-branding, Licensing Celebrity Events, Brand Value Chain. **(8 Hours)**

Module 4:

Choosing Brand Elements to Build Brand Equity: Brand Tracking Studies, Brand Management Tools PBM Exercises, Research Techniques, Equity Engine from RI, The Economic Times Survey of Indian Brands Optimor, Brand Valuation Methods, Interbrand Method Exercises in Valuation. **(8 Hours)**

Module 5:

Designing Integrated Marketing Communication Programs to Build Brand Equity: Personalizing Marketing, Pricing Strategy, Channel Strategy, Push & Pull Strategies, Reinforcing Brands, Revitalizing Brands, Making adjustments to brand portfolio, Brand architecture, Brand Hierarchy, Designing Branding Strategy, and Corporate Branding. **(10 Hours)**

Practical Components:

- Identify a product and analyse application of brand elements on the product.
- Identify a new product entry in the market. Recognize POPs and PODs
- Value a famous brand and its competitors. State reason for increase or decrease of value.
- Select a brand and perform a competitor analysis

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Course Outcomes:

After the course, students will be able to

- Perform brand audit and manage brand portfolios.
- Use tools and metrics to analyze competitors and develop positioning strategies.
- Use portfolio analysis and product life cycle to manage product mix.
- Value brands and allot budget for product pricing, sales, and promotion.

Text Books:

1. Kevin Lane Keller, Strategic Brand Management, Building Measuring & Managing Brand Equity – 2/e, Phi / Pearson Education .
2. Y L R Moorthi, Brand Management -The Indian Context; Vikas Publication.
3. Jean, Noel, Kapferer ,Strategic Brand Management , Kogan Page India.
4. Tapan Panda , Brand Management, 2/e, Excel Publication.

Reference Books:

1. Harish V Verma, Brand Management, 2/e, Excel BOOKS.
2. S Ramesh Kumar , Managing Indian Brands , Vikas.
3. Richard Elliott & Larry Perclu , Strategic Brand Management, 1/e, Oxford Press.
4. Chernatony, Creating powerful brands,1/e, Elsevier Publication.

RURAL MARKETING

Sub Code: 15MBAMM46	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

Student will

- Explore Agriculture and Rural Marketing environment
- Understand consumer's and marketing characteristics

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- Understand features BOP market and develop branding and promotion skills.
- Learn factors affecting success of product in rural and agricultural market

Course Content:

Module 1:

Introduction: Components of Rural Markets, Classification of Rural Markets, Rural versus Urban Markets. Population, Occupation Pattern, Income Generation, Location of Rural Population, Expenditure Pattern, Literacy Level, Land Distribution, Land Use Pattern, Irrigation, Development Programs, Infrastructure Facilities, Rural Credit Institutions, Rural Retail Outlets, Print Media in Rural Areas, Rural Areas Requirement, Problems in Rural Marketing, Rural Demand, Rural Market Index. **(12 Hours)**

Module 2:

Rural Consumer Behaviour and Distribution: Consumer Buying Behaviour Models, Factors Affecting Consumer Behaviour, Social Factors, Technological Factors, Economic Factors, Political Factors, Age and Stages of the Life Cycle, Occupation and Income, Economic Circumstances, Lifestyle, Personality and Brand Belief, Information Search and Pre Purchase Evaluation, Rise of Consumerism.

Evolution of Rural Distribution Systems - Wholesaling, Rural Retail System, Vans, Rural Mobile Traders; The Last Mile Distribution, Haats/Shandies, Public Distribution System, Co-Operative Societies Behaviour of the Channel, Prevalent Rural Distribution Models, Distribution Models of FMCG Companies. **(12 Hours)**

Module 3:

Rural Branding: Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty, Segmenting, Targeting and Positioning, Product Strategy, New Product Development, Branding in Rural India, Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution. **(8 Hours)**

Module 4:

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E-Rural Marketing: e-Choupal Model of ITC, IT for Sustainable Rural Development and E-Governance in rural market, Corporate Sector in Agri-business: Cultivation, Processing & Retailing, and Organized Rural Retailing. **(8 Hours)**

Module 5:

Agricultural Marketing : Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Challenges in Agriculture Marketing, Agriculture Marketing & its Economic importance, Agricultural Produces and their market. Export potential for agri-products, Major role of Government and Non-Govt Agencies in the development of Rural and Agricultural Sector, Marketing Strategies for Seed; Fertilizers; Pesticides; Farm equipment.

(10 Hours)

Practical Components

- Visit a micro financial institution and increase customer basket by creating awareness in rural market.
- Visit APMC and observe the role of agents in marketing agricultural produce.
- Conduct a survey of rural market and get a stock of brands/product sales.
- Visit Shandies and Haats observe the marketing strategies.

Course Outcomes:

After the course, student will be able to:

- Strategize selling rural products and services by observing buying behaviour, consuming pattern, need and wants of the rural consumers.
- Design distribution strategies for products in agricultural market.
- Win confidence of rural people by promoting right product at right place.

Text Books:

1. Krishnamacharyulu, C. S. G. (2011). Rural Marketing: Text And Cases, 2/E. Pearson Education India.

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2. Gopalswamy, T. P. (2009). Rural Marketing-Environment, Problems And Strategies, 3E. Vikas Publishing House Pvt Ltd.
3. Balram, D., & Ghuman, K. (2008). Rural Marketing Concepts and Practices. Tata Macgraw-Hill Publishing Company Limited, New Delhi.
4. Kashyap, P., & Raut, S. (2005). The Rural Marketing Book (Text & Practice)(With Cd). Dreamtech Press.

Reference Books:

1. Mathur, U. C. (2014). Rural Marketing. Excel Books India.
2. Tej K. Bhatia, (2013). Advertising & Marketing in Rural India- 2/e, Macmillan.
3. Richard Kohls and Joseph N. Uhl(2013). Marketing of Agricultural Products, 9/e, PHI.

Marketing of Technology & Product Innovation Management

Sub Code: 15MBAMM47	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

To enable the students to:

- Understand processes delivering value selling technology products.
- Learn nature of technological markets to face competition in markets.
- Learn to observe factors affecting innovation of a Product
- Learn to handle Product Innovation Management and processes.

Course Content:

Module 1:

Introduction: Meaning, definitions, scope, concepts, applications; Concept and process of value creation. Concept applications **(6 Hours)**

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Module 2:

Technology Management, Technology strategy & competitiveness: Concept & Meaning of technology, technology management, technology strategy and competitiveness; Impact of Technology on Society & Business; Technology and competition; Forms of technology: Product technology & Process Technology; Applications in Marketing; Elements of technology strategy; competitive advantage: components of competitive advantage.

(12 Hours)

Module 3:

Product Innovation Management: Design thinking; design methodology; structure of design processes & design methods; role of designers as problem solvers; Management & Organization of the product innovation process; development of multidisciplinary product development teams; promoting creativity; design thinking and entrepreneurship

(8 Hours)

Module 4:

Conceptual technology Framework for making strategic marketing decisions: Components of the framework, their relative importance, role in strategic and operational decisions; internal developments; external acquisitions, technology portfolio. Marketing theories, models, and procedures from marketing and consumer research which can contribute to successful product development.

(14 Hours)

Module 5:

Role of disruptive innovations to a business: Application of technology and product Innovation Management through disruptive innovation, Relationship between technology and product portfolio, Implications for market entry strategy, Role of Internet and Web as major disruptive forces.

(10 hours)

Practical Components:

- Visit a company. Take up a saturated product and then try to extend its life by innovating the product
- Design a product for a start-up business and track its performance

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Finance Electives 4th Semester

- Approach a makes sales call to their client to sell a technological product.

Course outcomes:

After the course, student will be able to:

- Analyse markets for selling technological product.
- Watch for competitors and adapt to changes in market.
- Innovate and think out of box in many marketing and product oriented decisions.
- Master entry and exit strategies in technology business.

Text Books:

1. Moha, J., Sengupta, S., & Stanley F. Slater. (2009). Marketing of High technology Products and Innovations (3rd Edition). Prentice Hall
2. Christiansen, Clay and Michael Raynor; Innovator's Solutions
3. Gary Hamel 'Waking up IBM'
4. Armstrong and Kotler; Marketing Management

Reference Books:

1. Thomke, S. (2001). Enlightened experimentation: The new imperative for innovation. Harvard Business Review, 79(2), 66-75.
2. Henderson, R. (1994). Managing innovation in the information age. Harvard Business Review, 72(1), 100-105.
3. J Highsmith,(2009),Agile Product Management: Creating Innovative Management,google.com

Finance electives:

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Subject Code	Subject
15MBAFM44	Taxation
15MBAFM45	Financial derivatives
15MBAFM46	Strategic credit management
15MBAFM47	Project appraisal, planning and control

TAXATION

Sub Code: 15MBAFM44	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To develop a thorough, critical understanding of the central concepts in the law of income tax, including the capital gains provisions, and fringe benefits tax.
- To enable students to develop experience in identifying tax issues and applying the income tax law to arrive at reasoned solutions to problems.
- To develop ability to calculate taxable income of individuals, partnerships and companies.

Course Content:

Module 1:

Basic concepts: assessment year, previous year, person, assessee, Income, charges on income, gross total income, capital and revenue receipts, residential status, receipt and accrual of income, connotation of income deemed to accrue or arise in India. Tax Planning,

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Tax Evasion and Tax Management. (Problems on residential Status of Individual assessee)

(10 Hours)

Module 2:

Income from Salary: Explanation under various heads of income, Income from salary (Basic problems).

(14 Hours)

Module 3:

Income from House Property & Business or Profession: Calculations of Taxable Income under the House Property, Income under the head Profit and Gains of Business or Professions and its computation- basis- method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation (Problems on computation of income from business/ profession of Individual assessee and Depreciation).

(10 Hours)

Module 4:

Income under capital gain & Income from Other Sources: Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain(theory & problems), deductions from capital gains, Permissible deductions under section 80C to 80U, Setoff and carry forward of losses.

(10 Hours)

Module 5:

Computation of tax liability of a firm and partners: Computation of tax liability of a firm and partners.

(6 Hours)

Practical Components:

- Understanding the usage of software package while calculating different taxes.
- Preparation of Income tax returns of Individual assesses.
- Studying the online submission of Income tax returns.

Course Outcomes:

- The students will be able to calculate the tax liability of Individuals.

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- The students will be able to calculate the tax liability of Firms.
- The students will be able to file the tax return for an individual and for the firm.

Text Books:

1. Vinod Singhanian and Kapil Singhanian. (2016). Direct Taxes, 39^e, Taxmann Publications.

Reference Books:

1. Vinod Singhanian. (2016). Students Guide to Income Tax, 47^e, Taxman Publications.
2. Meena Goyal. (2015). Direct Taxation, 17^e, Biztantra publication.
3. Manoharan T. N, Snow White. (2014). Students Guide to Income Tax . 9^e, TMH.

FINANCIAL DERIVATIVES

Sub Code: 15MBAFM45	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To describe the characteristics of the relevant financial derivative instruments.
- To explain how the instruments covered can be used to implement basic market risk management strategies, appropriate for corporate applications.
- Explain the use of options and futures contracts for tactical portfolio strategies purpose.

Course Content:

Module 1:

Financial Derivatives & Commodity derivatives - Introduction, economic benefits of

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derivatives - Types of financial derivatives - Features of derivatives market - functions of derivative markets - Exchange traded versus OTC derivatives - traders in derivatives markets - commodity futures market-exchanges for commodity futures in India, Forward Market Commissions and regulation-commodities traded – trading and settlements – physical delivery of commodities. **(7 Hours)**

Module 2:

Futures, forwards & Financial Swaps - Differences-valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures - specification of futures - Commodity futures, Index futures, interest rate futures - arbitrage opportunities. Mechanics of interest rate swaps – valuation of interest rate swaps – currency swaps – valuation of currency swaps. **(12 Hours)**

Module 3:

Options: Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks put-call parity - mechanics of options - stock options - options on stock index - options on futures – interest rate options. Concept of exotic option. Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes Model, option Greeks. **(12 Hours)**

Module 4:

Interest rate markets - Type of rates, Zero rates, Bond pricing, Determining Zero rates, Forward rules, Forward rate agreements (FRA), and Treasury bond & Treasury note futures. **(10 Hours)**

Module 5:

Credit risk - Bond prices and the probability of default, Historical default experience, reducing exposure to Credit risk, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation, Value at Risk (VAR) – Fundamentals of VAR. **(9 Hours)**

Practical Components:

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- Students can visit a treasury department of a bank and study the treasury management activities and submit a report.
- Students can study the risk management criteria adopted by banks relating to Asset backed and non-asset backed (Housing loan/ Personal loan)

Course Outcomes:

- The Students can understand the working of financial and commodity derivatives.
- The Students will be able to study the regulations of derivatives market & can visit a financial institution dealing in commodity derivatives and study the products offered by him.
- The Students should individually select various futures or options and watch the behaviour of these futures and options on a day to day for 15 days to see how futures and options might help mitigate the risks of investors.

Text Books:

1. John C. Hull. (2014). Options Futures & Other Derivatives, 7/e, Pearson Education.
2. Rajiv Srivastava. (2010). Derivatives and Risk Management, 5/e, Oxford University Press.
3. Vohra & Bagri. (2009). Options & Futures, 2/e, TMH.

Reference Books:

1. Sundaram & Das. (2013). Derivatives, Principles and Practice, 7/e, Mc Graw Hill.
2. Harrington & Niehaus. (2014) Risk Management & Insurance, 2/e, TMH.
3. Vaijanath Babshetti & Prakash B. Yaragol. (2014). Risk Management Kalyani Publishers.
4. Risk Management & Derivative – Shulz, Cengage Learning.
5. George E. Rejda. (2011). Principles of Risk Management & Insurance, 11/e, Pearson Education.

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STRATEGIC CREDIT MANAGEMENT

Sub Code: 15MBAFM46	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To provide an overview of the sound lending decisions by a bank
- To explain the process of evaluation of the loan proposal
- To provide an insight into the different types of loans

Course Content:

Module 1:

Credit management in banks: Credit management in banks: Screening of applications- Appraisal of credit-Sanction limit, Post sanction compliance, Monitoring supervision, Review, Government policies for credit extension, Credit institutions, Principles of good lending, Borrower study and bankers opinion, Credit policy by banks, Government regulation of credit , Prudential norms. **(10 Hours)**

Module 2:

Credit Policy & Loan : Over view of credit policy and loan characteristics: The credit process, Characteristics of different types of loans, Evaluating commercial loan requests, Financial statement analysis, Cash flow analysis, Projections-Management of the firm and other factors, Feasibility study, Fundamental credit issues, Credit analysis, Different types of borrowers, Balance sheet analysis for lending, Forms of advances secured and unsecured advances, Short term and long term advances. **(10 Hours)**

Module 3:

Evaluating consumer loans: Types, Credit analysis of consumer loans- Risk, return analysis of consumer loans, Customer profitability analysis and loan pricing, Fixed Vs floating rates. **(7 Hours)**

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Module 4:

Loan and advances against pledge: Hypothecation, Mortgage, Lien, Advances against goods, Document to title to goods, Life insurance policies, Stock exchange securities, Fixed deposit receipts, Book debts, Supply bills, Real estates. Advance against collateral securities.

(13 Hours)

Module 5:

Agricultural finances and Retail lending: Crop loans, Crop insurance schemes, Dairy, Sericulture, Poultry- Animal husbandry, Horticulture, Gobar gas, Kissan credit cards, Lead bank schemes, Retail banking advances, Concept, Retail banking products, Consumer credit financing.

Financing to small scale industries and large scale industries: Term lending, Syndicated loan system, Role of development banks in industrial finance, Working capital finance, Turnover method, Modified version of MPBF, Cash budget approach, Long term finance, Project financing, Industrial sickness and BIFR, NABARD initiatives.

(10 Hours)

Practical Components:

- Students can visit a bank and study the lending and loan appraisal system relating to Agricultural loan, consumer financing etc.
- Students can study the NPA status of leading two PSU banks and two private banks.

Course Outcomes:

- The students will be able to finalize the value of loan in financial institution.
- The students will be able to understand the Risk factors involved in Credit process.
- The students will be able to understand the process of loans against different securities.

Text Books:

1. Popli.G.S. and Puri S. K. (2014). Strategic Credit Management in Banks, 7/e, PHI.
2. Shekar and Shekar. (2009). Banking Theory and Practice, 19/e, Vikas Publishing House.

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3. W. Koch Scott, Timothy. (2014). Bank Management, 12/e, Cengage Learning, New Delhi.
4. Benton Gup & James Kolari. (2010). Commercial Banking, 3/e, Wiley India.
5. Bharati V. Pathak. (2012). Indian Financial System, 3/e, Pearson.

Reference Books:

1. Vishwanathan R. (2011). Industrial Finance, 3/e, Macmillan New Delhi.
2. Cade, Eddic. (2010). Managing Banking Risks, 5/e, Woodhead Publishers, England.

PROJECT APPRAISAL, PLANNING & CONTROL

Sub Code: 15MBAFM47	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To provide an overview of the planning and analysis of capital budgeting.
- To study the Operations with finance activities in the terms of the project.
- To provide an insight into the types and measures of risk.

Course Content:

Module 1:

Planning & Analysis Overview: Phases of capital budgeting, Levels of decision making, objective. Resource Allocation Framework: Key criteria for allocation of resource, elementary investment strategies, portfolio planning tools, strategic position and action evaluation, aspects relating to conglomerate diversification, interface between strategic planning and capital budgeting. **(6 Hours)**

Module 2:

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Generation and screening of project ideas: Generation of ideas, monitoring the environment, regulatory framework for projects, corporate appraisal, preliminary screening, project rating index, sources of positive NPV, qualities of a successful entrepreneur, the porter model for estimation of profit potential of industries.

Market and demand analysis: Situational analysis and specification of objectives, collection of secondary information, conduct of market survey, characterization of the market, demand forecasting, market planning.

Technical analysis: Study of material inputs and utilities, manufacturing process and technology, product mixes, plant capacity, location and site, machinery and equipment, structures and civil works. **(12 Hours)**

Module 3:

Financial Analysis: Estimation of cost of project and means of financing, estimates of sales and production, cost of production, working capital requirement and its financing, estimates of working results, breakeven points, projected cash flow statement, projected balance sheet.

Appraisal criteria: Net Present Value, benefit cost ratio, internal rate of returns urgency, payback period – accounting rate of returns. **(12 Hours)**

Module 4:

Types and measure of risk: simple estimation of risk , sensitivity analysis, scenario analysis, Monte Carlo simulation, decision tree analysis, selection of project, risk analysis in practice.

Special decision situations: Choice between mutually exclusive projects of unequal life, optimal timing decision, determination of economic life. **(12 Hours)**

Module 5:

Multiple projects and constraints: Constraints, methods of ranking, mathematical programming approach, linear programming model.

Qualitative Analysis: Qualitative factors in capital budgeting, strategic aspects, strategic planning and financial analysis, informational asymmetry and capital budgeting,

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organizational considerations, Environmental impact assessment and environmental impact statement. **(8 Hours)**

Practical components:

- Students can be asked to identify how the approaches to project appraisal differ between commercial projects in the private sector and a public sector.
- Students can visit a bank/financial institution and study the project appraisal criteria adopted by them.
- Students can visit the organizations which have undertaken large projects (For eg: Bangalore Metro Rail Project) and study the risk associated with such projects and also study how they assess and manage such risks.
- Students can study the project financing provided by banks in India.

Course Outcomes:

- The students will be able to analyse the Environment which is going to affect the Project.
- The students will be able to analyse the time duration which is required to complete the project.
- The students will be able to understand the Planning and Analysis of Capital Budgeting.

Text Books:

1. Prasanna Chandra. (2011). Project Planning: Analysis, Selection, Implementation and Review, 7/e, TMH.
2. Narendra Singh. (2014). Project Management and Control, 5/e, HPH.

Reference Books:

1. Bhavesh M. Patel. (2013). Project Management 2/e, Vikas.
2. Nicholas, John M. (2014). Project Management for Business and Technology: Principles and Practice, 2/e, Pearson.

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Human Resource Electives 4th Semester	
Subject Code	Subject
15MBAHR44	Knowledge Management
15MBAHR45	Industrial and Employee Relations
15MBAHR46	Leadership and Team Development
15MBAHR47	Organizational Change and Development

Larson. (2011). Project Management: The Managerial Process, 4/e, TMH.

4. Choudhury. (2011). Project Management, 1/e, TMH.

HR Electives

Knowledge Management

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Sub Code: 15MBAHR44	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To understand the fundamental concepts in the study of knowledge and its creation, acquisition, representation, dissemination, use and re-use, and management.
- To critically evaluate current trends in knowledge management and their manifestation in business and industry.
- The purpose of this course is to acquaint students with some of the organizational and management issues surrounding the emergence of information and knowledge as key factors in developing and maintaining a competitive advantage for firms.
- Analyse and build communities of practice to contribute and share knowledge.

Course Content:

Module 1:

Introduction: What Is Knowledge Management, Multidisciplinary Nature of KM, Drivers of KM, The Two Major Types of Knowledge, The Concept Analysis Technique, History of Knowledge Management, From Physical Assets to Knowledge Assets, Organizational Perspectives on Knowledge Management, Purpose of KM, KM for Individuals, Communities and Organizations, Future Challenges for KM. **(10 Hours)**

Module 2:

Understanding knowledge: The core of business: Knowledge, Intelligence, Experience, Common sense. Cognition and KM. Types of Knowledge, Expert Knowledge, Human Thinking & Learning, Organization Knowledge Management architecture and Implementation Strategies, Knowledge creation and capture: Knowledge Creation, Nonaka's Model, Major Theoretical KM Models, Takeuchi Knowledge Spiral Model, Knowledge Conversion,

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Knowledge Spiral, Knowledge Architecture, Other knowledge capture techniques.

(10 Hours)

Module 3:

The knowledge management cycle: Knowledge Management System Life Cycle, Major Approaches to the KM Cycle, The Zack KM Cycle, The Bukowitz and Williams KM Cycle, The McElroy KM Cycle, The Wiig KM Cycle, An Integrated KM Cycle,

KNOWLEDGE CODIFICATION: Explicit Knowledge Codification, Cognitive Maps, Decision Trees, Knowledge Acquisition and Application Tools.

(10 Hours)

Module 4:

Knowledge sharing and communities of practice: The Social Nature of Knowledge, Sharing Communities, Types of Communities, Roles and Responsibilities in CoPs, Knowledge Sharing in Virtual CoPs, Data Mining and Knowledge Discovery, Blogs, Content Management Tools, Knowledge Sharing and Dissemination Tools, Networking Technologies, Obstacles to Knowledge Sharing, Organizational Learning and Social Capital, Incentives for Knowledge Sharing

(10 Hours)

Module 5:

Knowledge application, Strategy and Metrics: Knowledge Application at the Individual, Group & Organizational Levels, Characteristics of Individual Knowledge Workers, Task Analysis and Modelling, EPSS, Knowledge Reuse, Knowledge Repositories, Strategic & Practical Implications of Knowledge Application. Knowledge Management Strategy, Knowledge Audit, Gap Analysis, The KM Strategy Road Map, The Management of Organizational Memory, Balancing Innovation and Organizational Structure, Historical Overview of Metrics in KM, KM Metrics, The Benchmarking Method, The Balanced Scorecard Method.

(10 Hours)

Practical Components:

- To expose and make students to prepare a report on knowledge management practices implemented by successful companies.

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- Make a team of 2-3 students and asking them to conduct a telephonic interview or survey regarding local businesses familiarity with and level of literacy in KM.
- To do a comparison on the KM Life Cycle Models and seeing their applicability in organizations.
- To organize a group discussion for students and enable them to go through the knowledge acquisition phases.
- Asking students to compare and contrast on different COPs.

Course Outcomes:

- Students comprehend the fundamental concepts and main steams of knowledge management;
- Students can analyse the key success factors and obstacles of knowledge management;
- Students can develop knowledge management capabilities and processes

Text Books:

1. Elias M Awad, Hassan M Ghaziri.(2011). Knowledge Management, 3rd Edition, PHI,
2. Kimiz Dalkir. (2012) , Knowledge Management in Theory and Practice, , 2nd Edition, PHI
3. Sudhir Warier.(2003). Knowledge Management, Vikas Publishing House

Reference Books:

1. Ratnaja Gogula. (2002). Knowledge Management, , ICFAI University Press
2. Holsapple, Springer Verlag. (2003). Handbook on knowledge management, ISBN 978-3540-24746-3
3. Fernandez Irma Becerra, Sabherwal Rajiv . (2014). Knowledge Management: Systems and Processes, Prentice Hall India.

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Sub Code: 15MBAHR45	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- This course analyses both the traditional pluralistic perspectives of industrial relations (IR) as they have evolved over the years and the transformation that the subject has undergone at the global level.
- The course emphasizes various issues in management of IR in the HRM-dominated context of the modern business environment and developing in the participants' skills in managing these issues in general and in the Indian context in particular.

Course Content:

Module 1:

Introduction: Background of Industrial Relations – Definition, Scope, Objectives, factors affecting IR, participants of IR, importance of IR, Approaches to Industrial relations, system of IR in India – Historical perspective & post-independence period, Code of Discipline and historical initiatives for harmonious IR, Government policies relating to labor, ILO and its influence on Legal enactments in India. **(10 Hours)**

Module 2:

Collective Bargaining & Negotiation: Collective Bargaining: Definition, Meaning, Nature, essential conditions for the success of collective bargaining, functions of collective bargaining, importance of Collective Bargaining, collective bargaining process, prerequisites for collective bargaining, implementation and administration of agreements.

Negotiations-Types of Negotiations-Problem solving attitude, Techniques of negotiation, negotiation process, essential skills for negotiation, Workers Participation in Management.

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(10 Hours)

Module 3:

Trade Unions: Meaning, trade union movement in India, Objective, role and functions of the Trade Unions in Modern Industrial Society of India, Procedure for registration of Trade Unions, Grounds for the withdrawal and cancellation of registration, union structure, Rights and responsibilities of TUs, Problems of trade unions

(8 Hours)

Module 4:

Labour Legislations : 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.

(12 Hours)

Module 5:

Welfare Legislations: 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, 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

(10 Hours)

Practical Components:

- Arrange a debate on constitutional provisions of labour law.
- Give a case of collective bargaining and ask the students to role play.
- Give an industrial disputes case pending before conciliation officer and ask the students to prepare the written reply of the employer for the said case,

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- Arrange a debate in the classroom about rights and duties of trade union of workers. Ask the students to draft a standing order for certification for a newly started garments factory employing 300 workers.
- Give a list of allegations reported against an employee of an organization and ask the students to draft the charge sheet.
- Ask the students to prepare a policy document to prevent sexual harassment at workplace.

Course Outcomes:

1. Students will understand Organisational efficiency and performance are interlinked with Industrial Relations in a business enterprise.
2. This course provides the conceptual and practical aspects of IR at the macro and micro levels.
3. Students will get familiar in the major industrial relations systems operating in different economic, political and cultural contexts.

Text Books:

1. Singh P. N.(2011). Employee Relations Management, Pearson Publications.
2. BD Singh.(2009). Labor Laws for Managers, Excel Books.
3. SC Srivastava .(2007). Industrial Relations and Labor laws, Vikas Publications

Reference Books:

1. Arya, V.P. (1993). A Guide to Settlement of Industrial Disputes, Oxford and IBH Pub. Co.
2. Aggarwal, Dr. Arjun P. and Larki (2004). Gherao and Industrial Relations, , H., Trade Unionism in the New Society.
3. Monappa, Ranjeet Nambudiri, Patturaju Selvaraj. (1997) . Industrial Relations and labor laws TMH.
4. P R N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekar. (2013). Industrial relations, trade unions and labour legislations, Pearson Education.

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LEADERSHIP AND TEAM DEVELOPMENT

Sub Code: 15MBAHR46	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To enable the students understanding of fundamental concepts pertaining to team building and its principles.
- To make them understand the concept of team performance management, Self-Managed Work Teams and Virtual Teams.
- To provide an insight into basics of organizational leadership related theories.
- To discuss the role of leader in change management and the dynamics of power, politics and authority in an organizational setting.

Course Content:

Module 1:

The Nature of Leadership : Meaning and Definition of leadership, Indicators of leadership Effectiveness ,Level of Conceptualization for leadership Theories, Comparing Leadership Theories, Nature of Traits & skills, Managerial Traits & Effectiveness, Managerial Skills & Effectiveness, The Nature of Managerial Work, Typical Activity Patterns in Managerial Work ,The Content of Managerial Work, Changes in the Nature of Manager work, Participative Leadership **(10 Hours)**

Module 2:

Developing Leadership Skills: Leadership Training Programs, Designing Effective Training, Special Techniques for Training, Learning from Experience, Developmental Acuties, Leadership in teams & decision Groups ,nature of Teams ,Determinants of Team

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performances, Leadership in different Types Team of Teams, Procedure for Facilitating Team Learning, Cross-Cultural Leadership, Types & difficulties, The GLOBE Project, Cultural Value Dimensions & Leadership , Evaluation of Cross- cultural Research , Gender & leadership , Managing Drivers **(10 Hours)**

Module 3:

Introduction to Team work: Meaning of Teamwork, Seven Keys to build great work teams, why Team, building development is important, concept, Nature & importance of team work, Team Elements, characteristics of Productive & effective Teams, Factors Contributing to team Development & effectiveness, Steps for Team Building & developments, Knowledge & Skills of team builders/Leaders, Role of Team Builders, Role of Team Members, Team building Process, EmPACT Framework for Effective Teamwork, Five Stages of Group Developments, Four most common forms of teams, Getting things done with others, How is Mutual Trust Developed, How Attitudes Affects Motivations. **(10 Hours)**

Module 4:

Observation of Groups: T- Groups Definition & Classification-Content vs Process Communication, Decision making Procedures, Task Maintenance, Self-oriented Behaviour, Emotional issues, what Managers Should look for in Groups, Participation, Influence, Style of Influence, Procedures, Task Functions, Group Atmosphere, Improvement of Organizational climate, Measuring the climate in an organization, Diagnose Problems Theories & techniques **(10 Hours)**

Module 5:

Roles in Teams: Enhancing Roles, Problems of conformity, Team Building in the global era, Team building in Indian context, Role of communication in team building, Neuro, Linguistic Programming for team building, Communication Skills for effective Team work, Ways to motivate Teams, Problems Solving Skills for effective decision Making, Team Building major issues, Team building interventions in Indian organizations, Negotiation skills & Strategies

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for team Building, Conflict Resolution techniques for effective team building.

(10 Hours)

Practical Components:

- Students can prepare skill matrix for few selected jobs and identify the types of training needed to impart those skills.
- Students can be given case studies/ role plays to understand how these methodologies can be effectively used for training.
- Students are expected to conduct a mock training session including need identification and a set of students to evaluate the effectiveness of the same.
- Give a training needs analysis case and ask the students to find out the training needs.
- Ask the individual students to play a role for about 15 minutes to show their teaching and facilitation skills as trainers.

Course Outcomes:

- The Student will demonstrate the knowledge of Team building and leadership
- The students will demonstrate the ability to work as a team on various management functions
- The students will demonstrate ability to understand knowledge of SMWT and virtual team
- The students will develop confidence in leadership

Text Books:

1. Dr.B.Ratan Reddy.(2004). , Team Development & Leadership, Jaico Publishing.
2. Gary Yukl . (2002).- Leadership in Organizations, Pearson Education, 5/e.
3. Jon R Katzenbach& Douglas K Smith.(2003). The Wisdom of Teams, Harper Business.
4. Andrew Dubrin –(2007) Leadership – Biztantra/Wiley Dreamtech

Reference Books:

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1. Craig Watson (2001)– Dynamics of Leadership – Jaico
2. R. Lefton, Victor Buzzotta.(2005).Leadership Through People Skills ,TMH
3. Mike Wood cock .(1989).Team Development Manual, Productivity Press, Chennai

Organizational Change and Development

Sub Code: 15MBAHR47	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively.
- To understand the various components and constraints involved in Change management.
- To give the knowledge of various tools & techniques for Organization Development to students.
- To understand different OD interventions and help students explore the different approaches and techniques involved in OD.

Course Content:

Module 1:

Organizational Change: Concept, forces and Types of organizational change - External and Internal, Recognizing the need for change, problem diagnosis, The Six - Box organizational Model, The 7-S framework, Identifying alternate change techniques, Resistance to change, Managing resistance to change, The process of organizational change. Incremental Change Vs Disruptive Change **(10 Hours)**

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Module 2:

Managing and leading change: Theories, types of planned change, models of planned change - Kurt Lewin model, Burke - Litwin Model, Roberts and Porras model. Overview of Change activities: Motivating change, managing the transition, Role of change agent.

(10 Hours)

Module 3:

Introduction to Organization Development: Competencies and Ethics of OD Practitioner, Process of Organization Development: Entering and Contracting, Diagnosing Organization, Diagnosing groups and jobs & collecting and analysing information, Feedback of Diagnostic information, Designing Interventions.

(10 Hours)

Module 4:

OD Interventions: Individual, Interpersonal, Group process approaches, Organization Process Approaches: Organization confrontation meeting, intergroup relation Intervention, and Large group intervention. Techno structural Interventions: Restructuring Organizations, Employee involvement, Work Design, Social technical system approach. Strategic change intervention: Competitive and collaborative strategies, Organization transformation

(10 Hours)

Module 5:

Organization Development in Global settings: Organization development across different countries, worldwide organization development, Global social change, Future Directions in Organization Development.

(10 Hours)

Practical Components:

- To conduct Force field analysis for 15MBA department.
- Group activity-Identify the need for OD intervention for your college and call the director/principal of your college to the classroom to explore the possibility for OD intervention.
- Presentation by students: Identify and explore the possibility for OD intervention in your college level, group level and individual level.

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- Hold a debate in the classroom about downsizing the workforce.
- Organization change questionnaire data collection and analyzation.
- Group Presentation: Health care, FOO, Education, PSU, Retail, Manufacturing Industries.

Course Outcomes:

- Students will learn how to apply some of the key concepts and tools organizational development and change leadership and management.
- Students will understand how to distinguish, evaluate and analyze process from content issues.
- Students will understand developing an overall awareness of change as relates to a number of different companies and industries.

Text Books:

1. Thomas G. Cummings, Christopher G Worli(2009). Theory of Organization Development and Change, Cengage Learning.
2. Wendell French, Cecil H.Bell, Veena, Jr.(1998). Organization Development, behavioural science interventions for Organization Improvement, Pearson , PHI 6th Edition.
3. Kavith Singh.(2009). Organization Change and Development, Excel BOOKS

Reference Books:

1. K Harigopal.(2001). Management of Organizational Change, Response Books.
2. Gareth R. Jones . (2010). Organizational, Design, and Change-Gareth R. Jones, Pearson Education, 5th Edition.

Operations Electives

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WORLD CLASS MANUFACTURING MANAGEMENT

Sub Code: 15MBAOP44	CIE:50
Hrs/ Week: 03	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objective:

- To understand Global Competitiveness and Manufacturing Excellence
- To Know the Philosophy of World Class Manufacturing
- To understand Manufacturing Performance and Competitiveness of Indian Firms

Course Content:

Module 1:

Information Age and Global Competitiveness: The Emergence of Information Age;

Competition
Challenge;
Environment;
and
Business;

Subject Code	Operations Electives
15MBAOP44	World Class Manufacturing Management
15MBAOP45	BPRE and Robust Design
15MBAOP46	Project Management
15MBAOP47	Supply chain Modeling and Design

and Business
Operating
Globalization
International
Global

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Competitiveness and Manufacturing Excellence; World Class Manufacturing and Information Age Competition; Manufacturing Challenges, Problems in Manufacturing Industry.

Cutting Edge Technology: Value Added Engineer in - Hall's Framework; Schonberger's Framework of WCM; Gunn's Model; Maskell's Model. **(12 Hours)**

Module 2:

Philosophy of World Class Manufacturing: Evolution of WCM; Ohno's View on WCM; Principles and Practices; Quality in WCM; Deming's & Shingo's Approach to Quality Management; Culmination of WCM.

System and Tools for World Class Manufacturing

The Integration Imperative; Overview of Systems and Tools; Information Management Tools - Product and Process Design Tools, Bar Code Systems, Kanban: A Lean Production Tool, Statistical Quality Control (SQC), Material Processing and Handling Tools; Assessment of Manufacturing Systems and Tools. **(12 Hours)**

Module 3:

Labour and HRD Practices in WCM: Human Resource Dimensions in WCM; Morale and Teamwork; High Employee Involvement; Cross Functional Teams; Work Study Methods; Human Integration Management. **(8 Hours)**

Module 4:

Competitive Indian Manufacturing: Manufacturing Performance and Competitiveness - Indian Firms: Manufacturing Objectives and Strategy; Usage of Management Tools and Technologies; Manufacturing Management Practices; IT Infrastructure and Practices; Strategic Intent Framework; Breadth and Integration of IT Infrastructure. **(8 Hours)**

Module 5:

Globalization and World Class Manufacturing: Generic Manufacturing Strategies for Information Age; Planning Methodology and Issues in Strategic Planning of WCM; Performance Measurement - Ambite System.

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The Future WCM: Manufacturing Strategy: Futile Search for an Elusive Link, Manufacturing Strategic Intent Classification, Translating Intent into Action. **(12 Hours)**

Practical Components:

- Compare selected Indian manufacturing firms with Global Firms and prepare a report
- Do a research article on problems in manufacturing industry

Course Outcomes:

- Will be able to analyse Manufacturing Performance and Competitiveness of Indian Firms
- Will analyse Global Competitiveness and Manufacturing Excellence
- Will use Philosophy of World Class Manufacturing in workplace.

Text Books:

1. World Class Manufacturing- A Strategic Perspective by BS Sahay, KBS Saxena & Ashish Kumar, Publisher: Rajiv Beri for Macmillan India Ltd.
2. Making Common Sense Common Practice – Models for Manufacturing Excellence by Ron Moore, Publisher: Butter Worth Heinemann
3. The Toyota Way by Jeffrey K.Liker, Publisher: Tata McGraw Hill

Reference Books:

1. Managing Technology & Innovation for Competitive Advantage by V. K. Narayanan, Publisher: Prentice Hall
2. World Class Manufacturing - The Lesson of Simplicity by Richard J Schonberger, Publisher: Free Press - A Division of Simon and Schuster

BPRE AND ROBUST DESIGN

Sub Code: 15MBAOP45	CIE:50
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Hrs/ Week: 03	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objective:

- To learn about effective methods of experimental research design.
- To understand BPRE concepts.
- To know how to do robust design.

Course Content:

Module 1:

INTRODUCTION: Introduction to robust design, Robust Design and Experiments, Planning of experiments, Overview of quality by design, Quality loss function, ANOVA rationale, Single Factor Experiments. **(10 Hours)**

Module 2:

Business Process Re-engineering(BPR): Introduction, Need for BPR, Implementing BPR, Steps in BPR, Re-engineering Vs. TQM, BPR Vs. Kaizen, Re-engineering the structure, change management and BPR, BPR and IT, Advantages and Limitations, Indian examples of BPR . **(10 Hours)**

Module 3:

FACTORIAL EXPERIMENTS: Basic Definition and Principles - Two factor factorial design - tests on means - EMS rule - 2K and 3K factorial designs -Fractional factorial design.

SPECIAL EXPERIMENTAL DESIGNS: Randomized blocks - Latin square design - Blocking and confounding - Response Surface method - Nested designs. **(10 Hours)**

Module 4:

ORTHOGONAL EXPERIMENTS: Comparison of classical and Taguchi' s approach - Selection and application of orthogonal arrays for design - Conduct of experiments -collection and analysis of simple experiments – modifying orthogonal arrays - multi-response data analysis. **(10 Hours)**

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Module 5:

MAKING THE DESIGN ROBUST: Variability due to noise factors, classification of quality characteristics and parameters , objective functions, Parameter design, optimization using S/N ratios, attribute data analysis. **(10 Hours)**

Practical Components:

- Make a report on organisations following BPRE
- Create a robust design for a product of your choice
- Make an analysis of different designs followed by different organisations

Course Outcomes:

- Ability to effectively plan the framework for experimentation
- Will be able to apply BPRE concepts
- Will be able to make the design robust

Text Books:

1. Douglas.C. Montgomery, (2005) Design and Analysis of Experiments, John Wiley and Sons.
2. Phillip J. Rose, (2005) Taguchi techniques for quality engineering, Tata McGraw Hill.

Reference Books:

1. Nicolo Belavendram, (2009) Quality by Design: Taguchi techniques for industrial experimentation, Prentice Hall.
2. Tapan. P. Bagchi, (2013) Taguchi methods explained: Practical steps to Robust Design, PHI.

PROJECT MANAGEMENT

Sub Code: 15MBAOP46	CIE:50
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Hrs/ Week: 03	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objective:

- To provide the students with a holistic, integrative view of project management.
- To highlight the role of projects in modern day business organisations.
- To sensitize the students to complexities of project management.

Course Content:

Module 1:

Introduction to Project Management: Definition, functions, evolution of Project Management, classification of projects, Project management in different environments. **The Project Management Systems, Methodologies & Systems Development Cycle:** Systems approach, systems analysis, systems development, project feasibility, project life cycle, project appraisal, project contracting, the phases of system development life cycle

(10 Hours)

Module 2:

Project Identification and selection: Introduction, project identification, pre-Feasibility Study, Feasibility Studies, Project Break-even point, **Project Planning:** Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS)

(10 Hours)

Module 3:

PERT, CPM, Resource allocation: Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling. **Cost Estimating Budgeting :** Cost estimating process elements of budgeting, project cost accounting & management information systems, cost schedules & forecasts.

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(10 Hours)

Module 4:

Managing Risks in Projects: Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods. **Project Control:** Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control.

(10 Hours)

Module 5:

Project Management Information System: Computer based tools, features of PMIS, using project management software, (MS Projects) **Project Evaluation, Reporting & Termination:** Project reviews & reporting, closing the contract.

(10 Hours)

Practical Components:

- Students should Create their own project plan
- Students should do an critical path analysis of Bangalore Metro Project
- Create a budget plan for Projects of a selected industry.

Course Outcomes:

- Skills to manage creative teams and project processes effectively and efficiently
- Knowledge of current theory and techniques of the Project Management Discipline.
- Critical-thinking and analytical decision-making capabilities to investigate complex business problems to propose project-based solutions.
- Practical applications of project management to formulate strategies allowing organizations to achieve strategic goals.

Text Books:

1. B Patel, (2013).Project Management , 2 edition, Vikas Publishing House
2. P. Chandra,(2014). Projects Planning, Analysis and Management, 7th edition , Tata McGraw Hill

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3. Dennis Lock, (2013). The essentials of Project Management, Gower Publishing Ltd

Reference Books:

- HR Machi Raju ,(2013).Introduction to Project Finance , 2nd Edition, Vikas Publishing House
- A Guide to the Project Management Body of Knowledge, 5th Edition, Project Management Institute.

SUPPLY CHAIN MODELLING AND DESIGN

Sub Code: 15MBAOP47	CIE:50
Hrs/ Week: 03	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objective:

- To have a comprehensive overview of the available SC Models
- To study the structure of these models and analyse them from a supply chain perspective, their application in business
- To understand the interdisciplinary nature of SCM modelling and the scope for optimization using the modelling technique.

Course Content:

Module 1:

Supply Chain Models: Study the types of supply chain models that are in application; analyse the components of the supply chain models and their role in supply chain operations and management. **(10 Hours)**

Module 2:

Complexity in supply chain operations: Identify the several components that make supply chain and their role in supply chain operations; understand the complexity in handling them

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individually and as a whole; Identify areas that require greater attention while developing an optimum supply chain; challenges in network design like efficient expansion of warehouse/plant network; interaction between capacity and service level ;leveraging differences in cost and mode between inbound and outbound transportation.

(10 Hours)

Module 3:

Mathematical Modelling of Supply Chain Management (SCM): Various modelling methods; learn their relative advantages and disadvantages in practical applications; evaluate how modelling methods can handle complex SCM problems; appreciate how they can be applied in organizations.

(10 Hours)

Module 4:

Solution Techniques in SCM Modelling: Linear Programming; Mixed Integer Programming Unified Optimization; Simulation; Interaction between qualitative and quantitative dimensions of modelling(basic and advanced levels);use of leading –edge network design techniques like selecting optimum number ,location and size of warehouse, plants and production lines; specify right territories for each facility; optimize the flow of products through the supply chain; decisions on in house manufacturing and outsourcing; trade off on cost versus service levels; integration of analytics in supply chain, optimize for greater savings.

(10 Hours)

Module 5:

Use of IT in Supply Chain Modelling: The importance of various SCM issues; Know the relevant databases to SCM and aspects related to implementation.

(10 Hours)

Practical Components:

- Build a supply chain model for a company of your choice using MS-Excel.
- Make a report on how mathematical models can be used in SCM.

Course Outcomes:

- Students will be able to use SC Models

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- Students can analyse them from a supply chain perspective ,their application in business
- Students will be able to do Supply chain optimization using the modelling technique.

Text Books:

1. Jeremy F Shapiro (2006) Modeling the Supply Chain (Duxbury Applied) Wadsworth Publishing Co Inc, 2/e
2. Michael Watson, Sara Lewis; Peter Cacioppi; Jay Jayaraman (2013) Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain; Pearson Education ,1/e
3. J Paul Dittman (2013) Supply Chain Transformation : Building and Executing an Integrated Supply Chain Strategy , McGraw Hill Publication,1/e
4. Lora M Cecere (2014) Supply Chain Metrics that Matter ,John Wiley & Sons ,1,/e
5. Gwynne Richards (2014) Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Cost in the Modern Warehouse, Kogen Page, 2/e

Reference Books:

1. David Simchi- Levi and Philip Kaminsky (2007) Designing and Managing the Supply Chain ,Mac Graw Hill/Irwin Publishing ,2/e
2. Sunil Chopra Peter Meindl (2012) Supply Chain Management : Strategy, Planning and Operation ,5/e
3. Lora M Cecere and Charles W. Chase Jr(2013) Bricks Matter: The Role of Supply Chains in Building Market-Driven Differentiation John Wiley & Sons (Wiley and SAS Business Series) ,1/e

INFORMATION TECHNOLOGY

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E – COMMERCE TECHNOLOGY

Subject Code	IT Electives
15MBAIT44	E – COMMERCE TECHNOLOGY AND MANAGEMENT
15MBAIT45	SOFT COMPUTING
15MBAIT46	BUSINESS INTELLIGENCE AND APPLICATIONS
15MBAIT47	SYSTEM ANALYSIS AND DESIGN

AND MANAGEMENT

Sub Code: 15MBAIT44	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objective:

Students will learn about

- E – Commerce models and value chains
- Web Security and firewalling traffic
- Electronic Fund transfers and EDI

Course Content:

Module 1:

Introduction: Electronic Business, Electronic Commerce, Electronic Commerce Models, Types of Electronic Commerce, Value Chains in Electronic Commerce, E-Commerce in India, Internet, World Wide Web, Internet Architectures, Internet Applications. **(12 Hours)**

Module 2:

Security Threats to e-business: Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Security Protocols over Public Networks: HTTP, SSL, Firewall as Security Control, Public Key Infrastructure (PKI) for Security, Prominent Cryptographic Applications.

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(12 Hours)

Module 3:

Electronic Payment System: Concept of Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards and Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer. **(8 Hours)**

Module 4:

E-Business Applications & Strategies: Business Models & Revenue Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce, Strategies for Business over Web, Internet based Business Models. **(4 Hours)**

Module 5:

Web Tools and Data Interchange: Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets, Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process. **(14 Hours)**

Practical Component

- Visit a company using ERP and observe the value contribution for its organizational growth.
- Apply the E Commerce strategies to deliver value to end customer.
- Use intranet and extranets for organizational communication and productivity.

Course outcome:

Student will be able to

- Use E-Commerce as a value chain to increase customer satisfaction.
- Craft business strategies in mobile commerce.
- Design online payment processes and ensure security.

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Text Books:

1. Turban, E., Lee, J. K., King, D., Liang, T. P., & Turban, D. (2009). Electronic commerce 2010. Prentice Hall Press..
2. Korper, S., & Ellis, J. (2000). The E-commerce Book: Building the E-empire. Morgan Kaufmann.
3. Laudon, K. C., & Traver, C. G. (2007). E-commerce. Pearson/Addison Wesley.

Reference Books:

- 1 Chan, H., Lee, R., Dillon, T., & Chang, E. (2007). E-Commerce, Fundamentals and Applications. John Wiley & Sons.,
2. Hanson, W. A., & Kalyanam, K. (2007). Internet marketing and e-commerce. Recording for the Blind & Dyslexic.
3. Bajaj, K. K., Nag, D., & Bajaj, K. K. (2005). E-commerce. Tata McGraw-Hill Education.,
4. Chaffey, D. (2007). E-business and E-commerce Management: Strategy, Implementation and Practice. Pearson Education.

SOFT COMPUTING

Sub Code: 15MBAIT45	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objective:

Student will learn about

1. Soft computing concepts.
2. Ideas behind fuzzy logic and use of heuristics based on human experience.
3. Application of soft computing in information systems

Course Content:

Module 1:

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Introduction: History and Applications of Artificial Intelligence, Algorithmic versus Heuristic reasoning, Representation and Intelligence, Knowledge Representation: Rule based, Model based, Case based and hybrid systems, Logic based Abductive Inference, Stochastic approach to uncertainty. **(12 Hours)**

Module 2:

Genetic Algorithms: Introduction to Genetic Algorithms (GA): Reproduction, Cross over, Mutation, Applications and software, Intelligent Agents, Multiple Agents and Data Mining, Distributed Artificial Intelligence. **(12 Hours)**

Module 3:

Neural Networks: Machine Learning Using Neural Network, Adaptive Networks, Feed forward Networks, Supervised Learning Neural Networks, Radial Basis Function Networks, Reinforcement Learning, Unsupervised Learning Neural Networks, Adaptive Resonance architectures. **(8 Hours)**

Module 4:

Fuzzy Logic: Crisp set versus Fuzzy Sets, Operations on Fuzzy Sets, Fuzzy Arithmetic, Fuzzy Relations, Membership Functions, Fuzzy Rules and Fuzzy Reasoning, Fuzzy Inference Systems, Fuzzy Expert Systems, Fuzzy Decision Making. **(4 Hours)**

Module 5:

Hybrid Systems: Adaptive Neuro, Fuzzy Inference Systems, Hybrid intelligence systems, Opportunistic Scheduling and Pricing Strategies for Automated Contracting in Supply Chains, AHP (Analytic Hierarchy Process), ANP (Analytic Network Process), SEM (Structural Equation Model), DEA (Data Envelopment Analysis). **(14 Hours)**

Practical Component

- Target a public service and develop a solution based on fuzzy logic.
- Strategize organization's competitive edge using artificial intelligence.

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- Improve supply chain automation by applying soft computing methods.

Course outcome:

Student will be able to

- Know about the basics of soft computing techniques and also their use in some real life situations.
- Find the solution using different fuzzy logic techniques.
- Integrate the various soft computing techniques.

Text Books:

1. Tettamanzi, A. G., & Tomassini, M. (2013). Soft computing: integrating evolutionary, neural, and fuzzy systems. Springer Science & Business Media.
2. Karray, F. O., & De Silva, C. W. (2004). Soft computing and intelligent systems design: theory, tools, and applications. Pearson Education.
3. Jyh-Shing Roger Jang, Chuen-Tsai Sun, Eiji Mizutani(2003), Neuro-Fuzzy and Soft Computing. Prentice-Hall of India.
4. Mitra, S., & Acharya, T. (2005). Data mining: multimedia, soft computing, and bioinformatics. John Wiley & Sons.

Reference Books:

1. Witczak, M. (2007). Modelling and estimation strategies for fault diagnosis of non-linear systems: from analytical to soft computing approaches (Vol. 354). Springer Science & Business Media..
2. James A. Freeman and David M. Skapura(2003), "Neural Networks Algorithms, Applications, and Programming Techniques", Pearson Edn.
3. George J. Klir and Bo Yuan, "Fuzzy Sets and Fuzzy Logic-Theory and Applications", Prentice Hall, 1995.
4. Jacek M. Zurada, "Introduction to Artificial Neural Systems", PWS Publishers, 1992.
5. Prasad, Bhanu (Ed.), Soft Computing Applications in Business Series: Studies in Fuzziness and Soft Computing, Vol. 230, 2010

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6. Aliev, Rafik Aziz, Fazlollahi, Bijan, Aliev, Rashad Rafik, Soft Computing and its

Applications in Business and Economics Series: Studies in Fuzziness and Soft Computing,

Vol. 157, 2004.

BUSINESS INTELLIGENCE AND APPLICATIONS

Sub Code: 15MBAIT46	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

The students will learn about

- Advanced information technologies that extract non-trivial, actionable, and novel knowledge from data to achieve strategic goals of organizations.
- Multi-dimensional data modelling, online analytic processing, data warehouse, and data mining.
- Eliminating guesswork within an organization, enhance communication among departments while coordinating activities, and enable companies to respond quickly to changes in financial conditions, customer preferences, and supply chain operations

Course Content:

Module 1:

Basics of BI: Introduction to BW and BI, OLTP, OLAP, Data Flow, ETL process, understand the difference between a relational data model and multidimensional data model, learn the basic techniques to develop a multidimensional data model including how to identify, dimensions, characteristics, and hierarchies. **(12 Hours)**

Module 2:

Data Warehouse: Understand the purposes of a data warehouse, Plan for and justify a data warehouse, Identify data requirements, architecture, and infrastructure of a data

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warehouse, Develop a logical data model for a data warehouse, Develop a physical data model for a data warehouse, Business Warehouse. **(10 Hours)**

Module 3:

Data Mining: Understand the purposes of data mining; understand the data mining process including objective identification, model selection, hypothesis, formulation, target data collection, data pre-process, model fitting, testing/verification, interpretation/evaluation, and application. **(12 Hours)**

Module 4:

Business Performance Management: Key performance indicators, Management Cockpit, Dash Board, Data Visualization, Report Design and Development, Emerging trends in BI. **(4 Hours)**

Module 5:

Schemas: Differentiate among star schema, snowflake schema, and multi-star schema, learn how to select the best schema to satisfy business users' needs. Values of data mining from real-life data mining applications, decision trees and neural networks as two major data mining algorithms, understand the importance of text mining. **(12 Hours)**

Practical Components

- Visit a company and observe BI processes. Interpret and submit a report.
- Identify an existing problem in a company, conduct an audit and recommend suitable steps to boost productivity.
- Procure corporate strategy, business strategy from a firm and map them with business activities

Course Outcomes:

Students will be able to

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- Create reliable data by creating a single source of data, or data warehouse in organizations
- Educate users on the processes that were used to generate and how to interpret data.
- Align business activities with corporate strategy
- Boost productivity (by monitoring employees' use of the network/Internet)

Text Books:

1. Rajiv Sabherwal, Irma Becerra-Fernandez, (2010). Business Intelligence: Practices, Technologies, and Management.
2. Williams, S., & Williams, N. (2010). The profit impact of business intelligence. Morgan Kaufmann.
3. Efraim Turban, (2006), Decision Support & Intelligent System, 8th Edition, Pearson Education.
4. Moss, L. T., & Atre, S. (2003). Business intelligence roadmap: the complete project lifecycle for decision-support applications. Addison-Wesley Professional.

Reference Books:

1. V.Rajaraman, (2011). Analysis and Design of Information System ,2nd Edition. PHI.
2. Jiawei Han, Micheline Kamber, (2011), Data Mining Concepts & Techniques, 3rd Edition, The Morgan Kaufmann Series in Data Management Systems.
3. Cindi Howson, (2014). Successful Business Intelligence,2nd Edition, Tata McGraw Hill
4. Mike Biere, (2010). Business intelligence for the enterprise, Addison Weseley.

SYSTEM ANALYSIS AND DESIGN

Sub Code: 15MBAIT47	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

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Course Objective:

The Student will learn about

- Role of systems analysis and design within various systems development lifecycles
- Different approaches in systems analysis and design
- Activities of the systems analyst and systems designer, and apply current techniques

Course Content:

Module 1:

The context of systems analysis and design: Systems development lifecycle and position of SAD within it; Role of business analysts, system analysts and system architects; The characteristics and purpose of systems analysis and design methods and methodologies, Adaptation of methodologies to deal with the particular circumstances of a development or application environment, including adoption/adaptation of existing software solutions.

(12 Hours)

Module 2:

Requirements elicitation and business analysis: Stakeholder analysis, Requirements gathering techniques Prioritization of requirements Categorization of requirements, including the difference between function and quality requirements Gap analysis Business case and feasibility studies Business activity modelling, including the use of data flow diagrams (DFDs).

(12 Hours)

Module 3:

System analysis techniques and tools: Use of cases and scenarios, Identification of events, actors and use cases, using case realization Entity relationship modelling (ERM) Cross-referencing functions to data entities via Create/Delete/Update/Delete tables Activity diagrams.

(10 Hours)

Module 4:

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Logical data design: Conversion of ERM to a relational schema Normalization and demoralization, Identification of validation rules and other database constraints Views Data migration issues, for example mapping between equivalent data items in new and old applications. **(10 Hours)**

Module 5:

Object oriented design: OO concepts classes and objects; encapsulation, interfaces, inheritance, polymorphism, message passing Relating objects; associations and aggregations Static modelling, including UML class diagrams; Dynamic modelling: including UML interaction diagrams (e.g. sequence, communication/collaboration diagrams) UML state charts . **(6 hours)**

Practical Components:

- Students divided in teams each team must produce an architectural design document that includes:
 - A system architecture, showing layers, partitions, and packages.
 - A few UML classes in your most critical packages, explicitly distinguishing between entity, control, and boundary classes. Each class should define attributes (with types and cardinality constraints) as well as method signatures (with method type, passed parameters and parameter types).
 - A few design-level sequence diagrams that show how objects use methods to call methods belonging to other objects in order to accomplish specific critical operations.
 - A brief explanation stating why you have created each package and why you have allocated each class to that package.

Course outcome:

Students will be able to:

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- Describe different lifecycle models and explain the contributions of systems analysis and design within them.
- Discuss various approaches to systems analysis and design and explain their strengths and weaknesses.
- Evaluate the tools and techniques of systems analysis and design that may be used in a given context.
- Use appropriate methods and techniques to produce an analysis of a given scenario.
- Use appropriate methods and techniques to produce a system design for a given scenario
- Provide suitable documentation for systems analysis and design activities.

Text Books:

1. Kendall, K. E., Kendall, J. E., & Wasson, C. S. (2014). Systems analysis and design (Vol. 19, p. 02). Year Prentice Hall, 2011
2. Phillips, C. L., & Nagle, H. T. (2007). Digital control system analysis and design. Prentice Hall Press.
3. Hoffer, A. J. (2011). Modern System Analysis and Design (ed). Upper Saddle River, New Jersey 07458: Pearson Education.
4. Bentley, L. D., Dittman, K. C., & Whitten, J. L. (2004). Systems analysis and design methods.

Reference Books:

1. Bennett, S., McRobb, S., and Farmer, R. (2010), Object-oriented systems analysis and design using UML. McGraw-Hill 4th Edition.
2. Avison, D. and Fitzgerald, G. (2006), Information systems development: methodologies, techniques and tools. McGraw-Hill 4th Edition
3. Maciaszek, L.A. Requirements Analysis and System Design: developing information systems with UML (3rd Edition).
4. Paul. D., Cadle J., Yeates, D. (2010)(editors) Business Analysis. BCS

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5. Dennis, A., Wixom, B.H., Teagarten, D. (2015). Systems analysis and design: an object oriented approach with UML. Wiley 5th Edition.

BANKING ELECTIVES

Banking Electives	
Subject Code	Subject
15MBABK44	Strategic Credit Management
15MBABK45	International Banking
15MBABK46	Banking Technology Management
15MBABK47	Risk Management in Banks

STRATEGIC CREDIT MANAGEMENT

Sub Code: 15MBA44	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

1. To provide an overview of the sound lending decisions by a bank.
2. To explain the process of evaluation of the loan proposal.
3. To provide an insight into the different types of loans.

Course Content:

Module 1:

Credit management in banks-Screening of applications-Appraisal of credit-Sanction limit-Post sanction compliance – Monitoring supervision –Review- Government policies for credit extension, Credit institutions- Principles of good lending- Borrower study and bankers opinion- Credit policy by banks- Government regulation of credit -Prudential norms.

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(7 Hours)

Module 2:

Over view of credit policy and loan characteristics-The credit process –Characteristics of different types of loans- Evaluating commercial loan requests – Financial statement analysis- Cash flow analysis- Projections-Management of the firm and other factors –Feasibility study – Fundamental credit issues - Credit analysis-Different types of borrowers – Balance sheet analysis for lending – Forms of advances secured and unsecured advances- Short term and long term advances.

(13 Hours)

Module 3:

Evaluating consumer loans: Types- Credit analysis of consumer loans- Risk–return analysis of consumer loans- Customer profitability analysis and loan pricing- Fixed Vs floating rates, **Loan and advances against pledge-** Hypothecation- Mortgage – Lien- Advances against goods- Document to title to goods – Life insurance policies – Stock exchange securities- Fixed deposit receipts –Book debts- Supply bills- Real estates – Advance against collateral securities.

(9 Hours)

Module 4:

Financing to small scale industries and large scale industries- Term lending- Syndicated loan system- Role of development banks in industrial finance- Working capital finance- Turnover method – Modified version of MPBF – Cash budget approach- Long term finance- Project financing –Industrial sickness and BIFR.

(11 Hours)

Module 5:

NPA management – Introduction- Identification of NPAs- Asset classification- Prudential norms- Capital adequacy – International Banking Regulation-Basel II – asset classification provisioning – effect of NPA on profitability - Assessment procedure- Pre-sanction appraisal – Post sanction supervision- Monitoring systems for existing and likely NPAs—Tools to manage NPAs –Compromise scheme, Lok Adalats, Debt Recovery Tribunals, Corporate Debt

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Restructuring, Willful defaulters, SARFAESI Act, Asset Reconstruction Companies- CIBIL.

(10 Hours)

Practical Components:

- Students can visit a bank and study the lending and loan appraisal system relating to Agricultural loan, consumer financing etc.
- Students can study and prepare a report on the NPA status of leading two PSU banks and two private banks.

Course Outcome:

1. The students will be able to provide an overview of the sound lending decisions by a bank.
2. The students will be able to explain the process of evaluation of the loan proposal.

Text Books:

1. Strategic Credit Management in Banks, Popli.G.S. and Puri S. K. ,PHI,2013
2. Banking Theory and Practice - Shekar and Shekar, 19/e, Vikas Publishing House, 2009.
3. Bank Management - W. Koch Scott, Timothy, Cengage Learning, New Delhi.
4. Commercial Banking -Benton Gup & James Kolari, 3/e, Wiley India, 2010.
5. Indian Financial System, Bharati V. Pathak, 3/e, Pearson,2012
6. Bank Credit Management, G. Vijayaragavan, Himalaya Publishing House,2009

Reference Books:

1. Industrial Finance - Vishwanathan R, Macmillan, New Delhi.
2. Banking and Financial System - Prasad K, Nirmala and Chandradas. Himalaya Publishing House, Mumbai.
3. Managing Banking Risks - Cade, Eddic, Woodhead Publishers, England.

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INTERNATIONAL BANKING

Sub Code: 15MBA45	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- This course introduces the global Banking environment, products, processes and technologies supporting them.
- To study the processes and solutions from an end-to-end - front, middle, back office role.
- To study the hands-on learning working on real life world class banking systems in a International banking environment

Course Content:

Module 1:

THE GLOBALIZATION OF BANKING: Globalization and Convergence of Banking Systems, Multinational Banking: Historical, Empirical and Case Perspectives, Asset-backed Securitization, Collateralized Loan Obligations and Credit Derivatives. **(10 Hours)**

Module 2:

BANKING STRUCTURES AND FUNCTIONS: The New World of Euro Banking, Competitive Banking in the EU and Euroland, A Currency Board versus an Independent Central Bank, Free Banking, Islamic Banking, Universal Banking and Shareholder Value: A Contradiction, Foreign Exchange Trading Activities of International Banks, The Settlement and Financing of International Trade. **(12 Hours)**

Module 3:

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BANKING RISKS, CRISES AND REGULATION: Country Risk: Existing Models and New Horizons, The Causes of Bank Failures, International Banking Crises, Some Lessons for Bank Regulation from Recent Financial Crises. The Regulation of International Banking: Structural Issues. **(12 Hours)**

Module 4:

THE EVOLVING INTERNATIONAL FINANCIAL ARCHITECTURE: The institutional Design of Central Banks, The International Monetary Fund: Past, Present and Future, Reforming the Privatized International Monetary and Financial Architecture. Globalization, the WTO and GATS: Implications for the Banking Sector in Developing Countries. **(11 Hours)**

Module 5:

Letter of Credit mechanism and UCPDC / URC / URR Buyer's / Sellers credit, bilateral trade, counter trade, high seas sales. **(5 Hours)**

Practical Components:

- Group discussion on international banking products of deposits advances and other services visiting a foreign branch.
- Prepare a report on process and procedure of issuing letters of credit, processing the post and reshipment lending process of importing and exporting.

Course Outcome

- The student will be able to understand the global Banking environment, products, processes and technologies supporting them.

Text Books:

1. Andrew W. Mullineux, Handbook of International Banking, University of Birmingham, UK.
2. Financing international trade by James C Baker
3. Global Finance and Macro Economy by Tony Mazin, Macmillan

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Reference Books:

1. Managing global finance in the international economy Francis carrada Bravo
2. Export credit Agencies By Dello E Gianturno.

COST MANAGEMENT

Sub Code: 15MBA46	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

- To describe the cost concepts, cost behaviours, and cost accounting techniques that are applied to manufacturing and service businesses
- To provide an understanding of the use of cost information in support of different strategies
- To demonstrate costing methods and techniques appropriate to a variety of businesses
- To prepare and interpret budgets and operating results through variance analysis

Course Content:

Module 1:

Introduction to Cost Management- Cost Accounting to Cost Management- Elements of costs- Classification of costs-Methods of costing-Cost Management Tools- A Strategic View to Cost Management- Preparation of a cost sheet. **(7 Hours)**

Module 2:

Overheads: Classification and Collection, Difference between Cost Allocation and Cost Apportionment, (Full-fledged Problems on Primary and secondary distribution, Simultaneous equations, Absorption of Overhead, Theory on Under and Over absorption of Overhead) **(13 Hours)**

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Module 3:

Marginal Costing – Nature and Scope- Applications-Break even charts and Point, Decision Making (all types with full problems) Differential Cost Analysis, Advantages and Disadvantages of Marginal Costing. **(9 Hours)**

Module 4

Budgetary Control:- Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor Problems on Production Budgets and Flexible Budgets.

Standard Costing:- Comparison with Budgetary control, analysis of Variances, Simple Problems on Material and Labour variances only . **(11 Hours)**

Module 5:

Cost Audit - objectives, Advantages, Areas and Scope of Cost Audit , Cost Audit in India - Practical—Read the contents of the report of Cost Audit and the annexure to the Cost Audit report, Management Audit- Aims and the objectives, Scope of Management Audit, Auditing in Banks, Ascertainment of costs in Banks. **(10 Hours)**

Practical components:

- Students can take up a product and get details about the actual cost of raw material, wages and other cost and prepare a cost statement. Standard cost of each component has to be obtained and the variance can be calculated to find the efficiency of Purchase, Operations and Production in charge.

Course Outcomes:

- Student will be able to make use of cost information in support of different strategies
- Will be able to demonstrate costing methods and techniques appropriate to a variety of businesses

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- Will be able to prepare and interpret budgets and operating results through variance analysis

Text Books:

1. Cost Accounting: Theory and Practice - Bhabatosh Banerjee, 12/e, PHI.
2. A Text book of Cost and Management Accounting – Arora M. N, 11/e, Vikas.
3. Financial Statement Analysis and Reporting - Mohana Rao P, PHI, 2011.
4. Cost Management: A strategic Approach - Vaidya S. C, Suveera Gill Macmillan, 2010.
5. Cost Accounting- Jawaharlal, & Seema Srivastava, 4/e, TMH.
6. Accounting & Costing for Management – Sinha P. K, Excel BOOKS, 2010.
7. A Textbook of Cost Management- G.V Kesava Rao, D Gopinath, M.G.
8. Krishnamurthy and Anita S. Yadav, Paramount Publishing House,2013

Reference Books:

1. Cost Accounting – Khan M. Y and Jain P. K, TMH.
2. Principles and Practice of Cost Accounting - Bhattacharyya, 3/e, PHI.
3. Cost and Management Accounting- Arora M. N, 3rd enlarged and Rev. ed., HPH.
4. Managerial Accounting- James Jiambalvo, 2/e, Wiley India Pvt. Ltd.
5. Management Accounting - Khan M. Y and Jain P. K, 6/e, McGraw Hill, 2012.
6. Advanced Cost Accounting – Madegowda J, HPH.
7. Cost and Management Accounting – Arora M. N, 3/e, HPH.

RISK MANAGEMENT IN BANKS

Sub Code: 15MBA47	CIE:50
Hrs/ Week: 04	SEE:50
Total Hrs: 50	Exam Hours: 03

Course Objectives:

1. To provide an understanding of risk and methods of handling risk.

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2. To provide an understanding of the risk identification and measurement.

Course Content:

Module 1:

Introduction to Risk Management: Risk-Risk and Uncertainty-Types of Risk-Burden of Risk-Sources of Risk-Methods of handling Risk-Degree of Risk-Management of Risk. **(7 Hours)**

Module 2:

Risk Management-Risk Management Process-Identification Loss exposures-Analysing Loss exposures-Objectives of Risk Management-Select the Appropriate Risk Management Technique-Implement and Monitor the Risk Management Program-Risk Management by Individuals and Corporations-Risk Management objectives-Need for a Rationale for Risk Management in Organizations- Understanding the cost of Risk-Individual Risk Management and the Cost of Risk-Risk Management and Societal Welfare. **(13 Hours)**

Module 3:

Risk Identification-Business Risk Exposures-Individual Exposures-Exposures of Physical Assets -Exposures of Financial Assets -Exposures of Human Assets -Exposures to Legal Liability - Exposure to Work-Related Injury-Basic concepts form probability and Statistics. **(9 Hours)**

Module 4:

Risk Measurement-Evaluating the Frequency and Severity of Losses-Risk Control-Risk Financing Techniques-Risk Management Decision Methods-Pooling Arrangements and Diversification of Risk. **(11 Hours)**

Module 5:

Advanced Issues in Risk Management: The Changing Scope of Risk Management- Insurance Market Dynamics-Loss Forecasting-Financial Analysis in Risk Management -Decision Making-Other Risk Management Tools. **(10 Hours)**

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Practical Component

- Analyse and prepare report on risk management techniques used by the banks, cement companies, automobile companies.

Course Outcome

- The students will be able to provide an model for the risk identification and measurement.

Text Books:

1. Scott E. Harrington, Gregory R Niehaus, (2007), "Risk Management and Insurance", Second Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. Dorfman, Mark S., (2008), "Introduction to Risk Management and Insurance", Ninth Edition, Prentice Hall India, New Delhi.
3. George E Rejda, (2009), "Principles of Risk Management and Insurance", Twelfth Edition, Pearson, New Delhi.
4. P.K. Gupta, (2010), "Insurance and Risk Management", First Edition, Himalaya Publishing House, Mumbai.
5. P. Periasamy, (2009), "Principles and Practice of Insurance", Second Edition, Himalaya Publishing House, Mumbai.
6. G. Kotreshwar, (2011), "Risk Management-Insurance and Derivatives", First Edition, Himalaya Publishing House, Mumbai.

Reference Books:

1. C. Arthur Williams, Jr. Peter Young, Michael Smith, (2007), "Risk Management and Insurance", Eighth Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. James Trieschmann, Obert Hoyt, David Sommer, (2008), "Risk Management and Insurance", Twelfth Edition, Cengage Learning, New Delhi.

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3. Harold D. Skipper, W. Jean Kwon, (2008), "Risk management and Insurance: New Perspective in a Global Economy", First Edition, Wiley India, New Delhi.
4. Emmett J. Vaughan, Therese Vaughan, (2007), "Fundamentals of Risk and Insurance", First Edition, Wiley India, New Delhi.