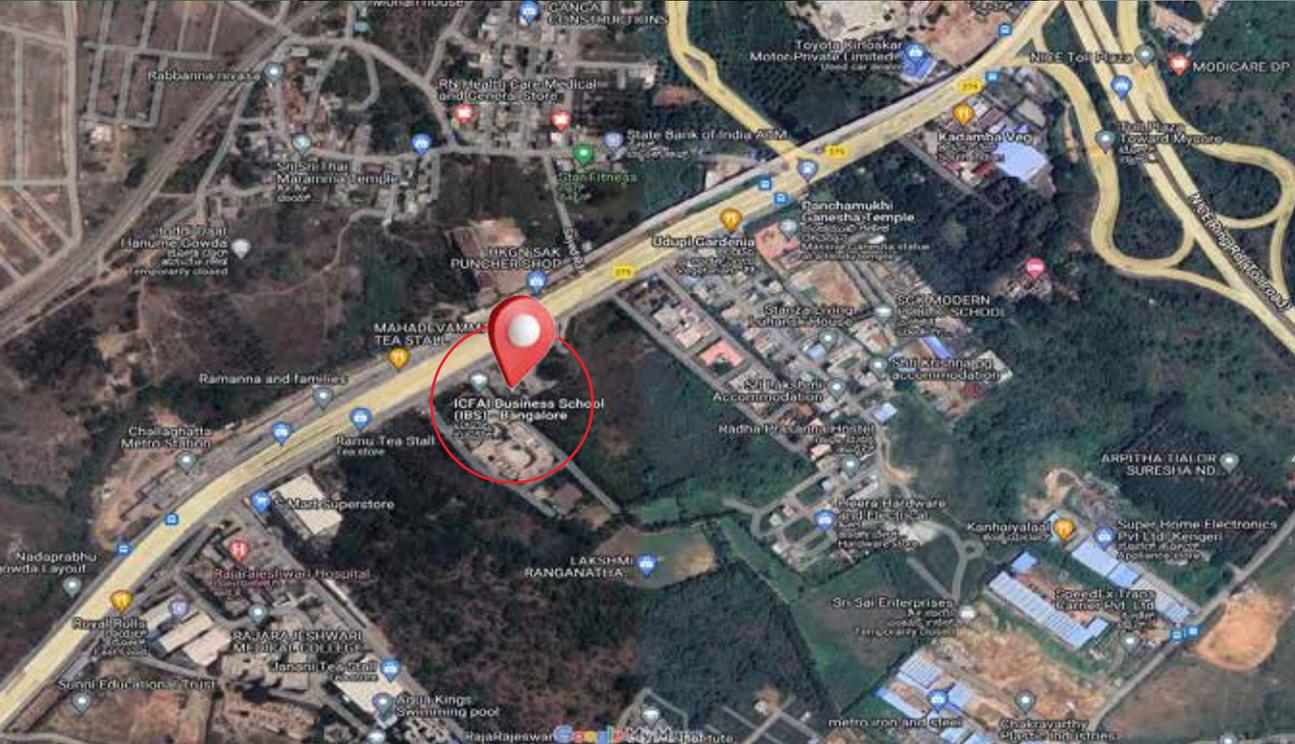


ICFAI Business School, Bangalore
MBA
2024-26

Prospectus



BANGALORE



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THE ICFAI FOUNDATION FOR HIGHER EDUCATION



The ICFAI Foundation for Higher Education is declared as a deemed-to-be-University established under section 3 of UGC Act, 1956. It has evolved a comprehensive student-centric learning approach consisting of several stages, designed to add significant value to the learner's understanding in an integrated manner, covering relevant knowledge, practical skills and positive attitudes.



The ICFAI Foundation for Higher Education (IFHE) has been permitted by the Ministry of Education, Govt. of India to start an Off-Campus Center at Bangalore, Karnataka.

The ICFAI Business School (IBS), Bangalore, a constituent of IFHE, offers the MBA Program.

ICFAI BUSINESS SCHOOL BANGALORE



PROGRAMS

MBA | Ph.D

| BBA

| B.Sc (Data Analytics)

Rankings of IBS Bangalore

CSR-GHRDC India's Best B-School Survey 2022-Ranking of Top Eminent B-Schools of Super Excellence.

ICFAI Business School Bangalore-Ranked 3rd Place

Source: CSR November 2022 issue

Education World - EW India Higher Education Rankings 2023.

ICFAI Business School (IBS), Bengaluru-Ranked 40th and State Ranking (Karnataka)-Ranked 7th

Campus

The ICFAI Business School (IBS) Bangalore has remained an attractive destination for thousands of students from different parts of the country seeking a rich and rewarding experience. With a state-of-the-art campus off Mysore Road in Southwest Bangalore, the Institute has excellent facilities for academic enrichment, professional development, and sports. In its vicinity, students have plentiful choices for housing depending on their preferences. A multi-speciality hospital, retail outlets, and restaurants near the campus are conveniences that the students value. The campus's proximity to NICE Road, an expressway, and the upcoming Namma Metro provide fast connections to the city's heart and beyond.

The inside of the campus is architecturally designed to take the shape of a loop. The spacious classrooms facilitate interaction between the students and the faculty. When not in class, the students meet in the food court over a quick snack or a leisurely lunch. The library has an extensive collection of periodicals, journals, and various books to support academic activity, including research. A health clinic with a doctor on duty remains open for faculty, staff, and students during working hours.

Bangalore, home to the IT services industry, is the pride of India and a flourishing base for innovative start-ups. IBS benefits from access to a large pool of entrepreneurs and corporate professionals in the city. Students are happy to start their careers in Bangalore, where abundant opportunities and dynamism co-exist.

The two-year MBA Program is rigorous, with four semesters and an internship in a corporate organization for 12 weeks in the intervening period between the first and the second year of the Program. The curriculum comprises a solid foundation in the core courses on Accounting, Economics, Marketing, Finance, Operations, Human Resource Management, and others in the first year. During the second year, there is a rich set of electives to build specialization in different streams. The curriculum is revised regularly in tune with the expectations of the corporate recruiters.

IBS periodically invites speakers from various industry sectors to address the students on emerging trends and current industry challenges beyond the regular courses. The Institute arranges specialized courses such as Artificial Intelligence and Machine Learning by industry experts leading to valid certification. Students can join any of several clubs based on their interests and activities, such as photography, sports, social responsibility, and public speaking, to name a few. The students primarily run these clubs under the guidance of faculty members. They form close bonds with one another outside the classroom through peer connections. Of special mention is Tarkash, an inter-college management fest that the students organize and conduct with great zeal & zest. The students get real lessons in management through such events with generous support from the Institution.

The curriculum also includes soft skills and career management courses that prepare the students for placement and career success. Many students find immense value in these courses, which helps them in their final placements. The students are trained intensively in crafting a resume, participating in a group discussion, and speaking confidently and coherently in a personal interview.

The faculty members include experienced academicians and industry professionals who teach students in the classroom and guide them closely on projects and internships. They extensively use the case teaching method and simulations to bring abstract concepts and corporate situations to life. Thus, the students build skills in situational analysis and express their perspectives in the case context by consulting with companies. Some of the faculty members also bring contemporary industry issues to discuss in the classroom. They regularly research topics at the intersection of theory and practice in management. Many students need counseling and guidance while making countless decisions, from choosing their academic specialization to applying for positions during the placement season. IBS designates faculty members as mentors for students, who find such an arrangement reassuring and impactful.

The placement cell has a dedicated team of managers and staff who work throughout the year to cultivate relationships with corporate recruiters and arrange recruitment events. The

students engage with the placement cell during their preparation for recruitment. Every student gets advice, tips, and personalized feedback to perform to one's potential in interviews until the student receives an offer of employment. The faculty rely on critical and timely inputs from the placement office to intervene in the development and preparation of the students. IBS leaves no stone unturned to give students the best chance for success. IBS Bangalore's placement record for its management graduates has consistently exceeded 90% over the years.

As a member of the network of IBS campuses, IBS Bangalore enjoys a symbiotic relationship with the other IBS campuses in the shared mission of preparing students for successful careers. The collective strength of more than 6150 alumni bears testimony to the proud legacy of the network of institutions. IBS Bangalore remains firmly committed to transforming the students as they enter a new phase as young adults waiting in the wings to take up professional responsibilities. You will discover for yourself that preparation meets opportunity here.



MBA PROGRAM

The MBA Program is unique with case-based learning, state-of-the-art infrastructure, emphasis on acquiring practical skills, and establishing a solid industry interface culminating in getting excellent final placements for all its MBA graduates. On successfully completing the program, students are awarded an MBA Degree from ICFAI Foundation for Higher Education (Deemed to the University), Hyderabad.



Program Structure

The program comprises of 31 courses (of which 23 are compulsory and 8 are electives) and an intensive Summer Internship Program for 12 weeks. These courses are spread over four semesters.

Program Structure		Year I
Semester I		Semester II
Accounting for Managers		Business Analytics-II
Business Analytics-I		Career Management
Business Communication		Financial Management -II
Business History		Emerging Technologies for Effective Management (ETEM)
Financial Management -I		Human Resource Management
Information Systems for Managers		Legal Environment of Business
Managerial Economics		Macroeconomics & Business Environment
Marketing Management I		Marketing Management II
Organizational Behavior		Operations Management

Summer Internship Program		Year II
Semester III		Semester IV
Business Process Integration		Business Ethics and Corporate Governance
Business Strategy		Management Control Systems
Elective I		Public Policy
Elective II		Elective VI
Elective III		Elective VII
Elective IV		Elective VIII
Elective V		

Program structure subject to change

Electives

The students can pursue elective courses in Finance, Marketing, Human Resource Management, Operations, IT, and Health Care Management.

Each student must choose elective courses equivalent to 24 credit units. The students must select 15 credit equivalent elective courses to specialize in a particular stream (Finance/ Marketing/ HR/ Operations/ HealthCare).





ADMISSION MODALITIES

MBA Program



Eligibility

Graduation (any discipline) with 50% and above marks with medium of instruction as English.

All applicants should have completed a minimum of 15 years of education (10+2+3 or 10+2+4 basis).

Candidates not meeting the eligibility criteria of English medium in graduation have to submit the TOEFL/NELT / IELTS score by May 31, 2024.

Applicants in their final year bachelor's degree course are also eligible to apply, provided they complete their graduation requirements (including practical examinations / viva / assignments) before May 31, 2024. The admission will remain provisional until they produce marks sheets and degree certificates establishing their eligibility.

The last date for submission of proof of graduation is November 01, 2024. Eligibility criteria will be checked from August, 2024 onwards. Hence, the onus of ensuring that they satisfy the eligibility criteria rests solely with the candidate.

Admission Procedure

The candidates seeking admission to MBA program have to appear for IBSAT 2023.

IBSAT 2023

IBSAT is conducted by The ICFAI Foundation for Higher Education (Deemed-to-beUniversity) for students seeking admission to the MBA/Ph.D programs of IBS Bangalore. IBSAT 2023 is an aptitude test based on Computer Based Test (CBT) format. The test is of 2 hours duration.

Scores from 2021 onwards of GMAT™/CAT/ NMAT by GMAC™/XAT are accepted in place of IBSAT 2023.

Selection Briefings

Selection briefings are conducted for the qualified candidates in 50 cities across the country to clarify various aspects related to the programs of IBS.

Selection Process

The candidates who qualify on the basis of IBSAT/ GMAT™/ CAT/NMAT by GMAC™ are called for Selection Process in February /March 2024. The final selection is based on performance in Group Discussion, Personal Interview and the past academic performance (performance in Class X, Class XII and Graduation).

IBSAT 2023- Important Dates

Application Submission	July 01, 2023 – 3 rd week of December 2023
TEST	4 th week of December 2023
Results	1 st Week of January 2024
Selection Briefings	2 nd Week of January 2024
Selection Process	February/March 2024

Fee & Accommodation at IBS Bangalore

Total Program Fee including Admission Fee is ₹ 12.06 lakhs.

Hostel facility is not available at IBS Bangalore. However, the campus administration will assist the students in choosing a suitable off campus accommodation from service providers nearby the campus.

In addition to program fee, students have to pay ₹ 10,000 as refundable Caution Deposit along with the 1st installment of Fee. Living expenses are extra. Students are expected to have their own laptops at the time of reporting at IBS.

Commencement of Classes

May 15, 2024

Contact

For any clarification on program, eligibility, admission etc, the candidates may contact IBS Admissions Office only on the email ID: ibsat@ibsendia.org.

Admissions Officer

IBS Admissions Office

65 Nagarjuna Hills, Punjagutta, Hyderabad – 500082,
Telangana State

Tel: 040-23440963

Toll Free No: 1800 425 55 6677

(Mon - Fri 9.30 am - 5.30 pm)

E-mail: ibsat@ibsendia.org

INDUSTRY NETWORKING



ICFAI Business School is collaborating with several national and international organizations to train its students in specialized areas in information technology and business analysis & research.

These partnerships include:



- | **Microsoft - IT Academy Program**
- | **IBM - Rational Software**
- | **SAS - The Power to Know**
- | **SAP UCC**
- | **SPSS**

ICFAI BUSINESS SCHOOL

ADVANTAGE

Curriculum Students are exposed to the latest body of knowledge through a contemporary, market-oriented curriculum.

Continuous Learning The program offers students an opportunity for continuous learning, so that their knowledge and skills remain current and relevant.

Classroom Sessions Students receive regular classroom instruction, which help them to learn and internalize their understanding of subjects.

Case based Learning is based on cases. Most of the courses are taught through real life cases, designed to help students appreciate real life situations.

Student-centered learning IBS uses learning outcomes which focus attention on explicit and detailed statements of what students learn: the skills, understanding and abilities students seek to develop in themselves. IBS then uses rubrics to assess the learning.

Using Rubrics Rubrics are tools used to assist in the measurement process. Rubrics define the various levels of each of the components of learning in a measurable way. Rubrics assist both the student and the faculty to clearly identify the level to which the outcome has been achieved. IBS uses Rubrics for assessing the soft skills and summer internships.

Continuous Evaluation Students are evaluated on the basis of tests, home assignments, case analysis, seminars, projects, etc., continuously throughout the duration of the program.

Projects Students are encouraged to take up projects on contemporary topics as part of their independent study.

Strong Industry Interface

IBS has a strong, active and growing interface with business and industry, with experts from a range of leading companies delivering regular guest lectures, and serving as members of various advisory boards.

Soft-skills IBS has included soft-skills as one of the compulsory courses for the students. It provides the students the opportunity to develop their personality and hone their interpersonal skills. IBS has appointed full time qualified professional counsellors to assess the psychological profile of students and help them achieve attitudinal changes required for today's dynamic corporate life. The Counsellors conduct relevant psychometric tests and give feedback on their strengths, weaknesses, aptitude and behavioural traits, and identify opportunities for improvement.

Computing Facilities IBS provides the latest hardware and software infrastructure including high speed internet to cater to all the computing needs of the students and the training requirements of the information technology courses. All IBS Campuses are Wi-fi enabled.

Library Library is well-equipped with latest software packages and has comprehensive collections of books, CDs, videos, Indian and international journals/magazines and research reports, relating to management and allied subjects. ICFAI Business School subscribes to several academic online databases like EBSCO and Emerald Management Xtra, which are the storehouses of around 3000 leading journals in all areas of management. IBS also subscribes to industry databases like the World Development Indicators, and the CMIE's databases Prowess/Accord. In addition, IBS also subscribes to business and research oriented online databases like Reuters Business Insights and Marketline

Admission Scholarships

IBS offers scholarships to top performers of IBSAT 2023

- IBSAT Top Performers
- Wards of Defence & Paramilitary Personnel (In-service & Retired)
- Physically Challenged
- Wards of IBS Alumni

Student Assistantships

IBS offers Digital Marketing Assistantships with stipend to students who have flair for digital and social media.

SUMMER INTERNSHIP PROGRAM

ICFAI Business School is unique in its approach toward practical training. IBS designed Summer Internship Program (SIP) for 12 weeks and integrated it into the curriculum. IBS felt that this approach was necessary as most of the students joining the management program in India had no work experience. Therefore, a longer exposure to the corporate environment through SIP would better equip them to take on real-life business challenges. Unlike most other B-Schools, SIP is an integral part of the curriculum at IBS, with close supervision from the faculty. SIP was institutionalized as a very important process that provided a platform for the students to tackle real-life projects. The 12-week format gave enough scope for the students to learn more by taking and completing a meaningful, value-added project for the company. SIP emphasized a rigorous faculty monitoring system, ensuring that the students do the projects to the satisfaction of the senior management of the company. Such efforts have strengthened IBS's relationship with the industry and paved the way for pre-placement offers.



MENTORSHIP PROGRAM

IBS offers a mentorship program to students, both by Faculty and Alumni members. The faculty members mentor students throughout the program. The Faculty and Alumni Mentors advise them on academics, picking suitable electives to advance their careers, enhance their education and build their networks. Faculty members meet the students once a fortnight.



STUDENT LIFE @ IBS BANGALORE



A Transformational Journey

The new students' association with IBS Bangalore begins with the Orientation Classes, held for two weeks starting mid-May. Here, the latest batch of students is exposed to the basics of Accounting, Quantitative Methods, Excel & Analytics, Soft Skills, and the case study learning method to equip them to cope efficiently with the regular classes.

The regular classes begin in early June. Soon, interspersed with the lessons, evaluations, and assignments, one is exposed to various co-curricular and extracurricular activities.

The first time everyone gets together is on World Environment Day (June 5), which we observe as "Vanamahotsava" by soiling our hands and adding to the greenery on campus. We then look forward to "Break the Ice," a talent show by the new students. We have our Convocation at the end of June/early July, a formal event marked by an inspiring convocation address, coupled with much jubilation by the new graduates.

The next event in the calendar is "Parichay," wherein both freshers and seniors showcase their talents across various arts, followed by an evening of music and dance hosted by a DJ.

IBS Bangalore has around 30 student clubs. And June and July usually witness the formal inauguration of many of these. The CSR Club typically starts with a blood donation drive on campus, appropriately named "Beyond Self." A reputed blood bank collects the blood.

The "Foodie Club," known to its detractors as the "Glutton Club," brings out a host of food stalls offering diverse and delectable cuisines. The students from different parts of the country manage the stalls. When the Foodie Club hosts an event, the regular canteen and food kiosks need a better day.

For those inclined towards academics, we have domain clubs relating to Marketing, Finance, HR, Operations, IT & Analytics. These clubs organize exciting events and contests to enhance one's skills in the respective domains. Guest lectures by industry experts form the highlight of these clubs' activities.

There are also several general and hobby-oriented clubs for arts & crafts, music & dance, photography, and travel.

The Sports Club has a significant presence on campus, with students actively engaged in several outdoor and indoor games. Intra-college and inter-college sports events are a regular feature. The latter, called "Urja," attracts enthusiastic participation from many colleges in and around Bangalore.

IBS also has clubs that foster personal and professional development, such as those related to Business News, Business quizzes, Public Speaking, Pen Masters, and Yoga and Fitness.

Selected students are also contributing to the library's development, participating in the upkeep of the Institute's IT infrastructure, and providing visual branding and social media content for promoting IBS Bangalore.

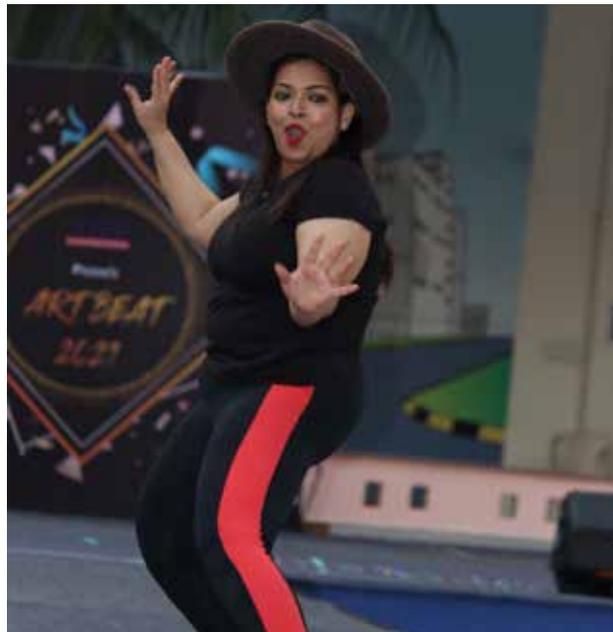
While a lot is happening on campus, there is no let-go in routine classes, group projects, tests, quizzes, and examinations. These keep going on all the time, thus necessitating a delicate balance between academic and extra-academic activities, which are significant contributors to the transformational journey at IBS.

There are also two business management fests – one intra-college (called "Manthan") and the other inter-college (called "Tarkash"). Both these events incorporate innovative rounds in various verticals that blend business concepts with the practical world of business.

The 12-week-long summer internship between the first and second years is a major transformational event. For many students, this is their first exposure to corporate life, and they return to campus to continue their second year being wiser and with a clearer perspective of who they are and what they want to be.

The Placement season begins around September/October during the second year, and students get placed in sizeable numbers weekly over the next four months. It is also the time for placement-related celebrations and jubilations.

The fourth semester witnesses the last major event, "Farewell." The event includes stage performances, giving mementos and farewell messages to the seniors by the juniors, and bidding goodbye with a heavy heart. During the first half of February, the fourth-semester examinations are conducted. And it is now time to say a final adieu. One journey ends. And a new one will begin soon.



IBS Bangalore Student Activities

The Student Council mainly drives student activities. These are the office bearers of all the events that take place on campus. The Council consists of the senior batch students with different designations and roles like the core committee, managing heads, IT team, Emcee team, Photography team, decoration team, and cultural team.

--During the period May 2022 to Feb 2023 following events were organized by the student council and spearheaded by the core committee.

Break the ice This event is conducted when the new batch comes to the campus. There are a lot of activities, games, and interactive engagement initiatives for the freshers led by the seniors, and all the junior students come together and perform these activities.

This is a two-day event wherein dressing themes are allotted, and the team that dresses up best is declared the best-dress award. This event is conducted during the orientation program and thus ensures better interaction among the juniors and the seniors and juniors.

Fresher's Day The freshers showcase their talent. In this event, Mr. and Miss. IBS is selected, and many fun activities take place.

Intra College Fest is called Manthan, where the senior vertical heads design various management games, and the juniors, as a team, play and win. This event is like a curtain raiser event for the management fest to learn how to coordinate, observe and conduct management fest. It also introduces them to the corporate etiquette, mannerism, and behaviors expected of a management graduate. There are seven verticals (finance, Data analytics, B quiz, marketing, HR, best manager, IT & operations), and industry guests judge events.



Tarkash is Inter College national level management & cultural fest where other institutions are invited to participate. All the events are conducted and coordinated by the students. Through these, students learn how to drive an event most effectively. It is two days of management events, and industry speakers judge activities. On the final day, some time is dedicated to a cultural fest comprising cultural programs and fashion shows.

Artbeat is an event with a cultural orientation where section-wise competitions take place to improve interaction and coordination among class sections. Prizes are awarded for activities like stand-up comedy, Tug-of-war, Mehndi competition, Rangoli competition, and digital games.

Aloha the Farewell, where juniors bid goodbye to the seniors, is a one-week program comprising several activities. During this event, a yearbook is prepared by the juniors and presented to seniors as a gift. The yearbook is a great memory/scrapbook with messages and contact details. The book has a message from the dean and the faculty members with photographs and memories they can cherish.

Other special events which the student council coordinates: The student council identifies and encourages students to participate in other management fests that are conducted across the nation. Such participation improves networking skills and teaches corporate practices. Winning such events also enables and motivates students.

Best student club award: It is identified based on the number and type of events each club conducts. The best club award is based on a one-year tenure. The performance of various clubs is looked into; each club is asked to submit a report clearly stating the activities and events they conducted. Based on criteria like frequency of the activities, the quality and innovativeness of the club, planning, and execution, and the level of participation of students in these events, the best club is chosen. The students consider this a prestigious award.



CLUBS @ IBS BANGALORE



Throughout the academic year, various clubs conduct numerous events and encourage participation in competitions.

A conscious thought goes into the classification of the clubs; for example, we have domain-specific clubs, such as the Finance Club, HR and leadership club, Marketing Club, IT and Operations. Domain-specific clubs focus on domain-specific skill development. Some clubs are multidisciplinary, like the Consulting Club, where the students, with the help of a faculty mentor, take up live projects from the industry and execute and deliver these projects to the corporate free of cost. Through this, students get to learn by doing.

There is another club, Data Analytics Club, which is also multidisciplinary, wherein the students learn the latest trends in Data Analytics. Students learn data modeling tools and take part in interactive quizzes. Entrepreneurship Cell is another multidisciplinary club; students interested in taking up entrepreneurship as a career or in the future participate in this club. This club brings successful young entrepreneurs to the institute and facilitates student interaction. The domain and multidisciplinary clubs are curriculum clubs related explicitly to the





management courses that the students study. In addition, there are extracurricular clubs that help in the holistic development of the students. Such clubs include:

- **Image consulting club** where personality development is the focus
- **Public speaking club** focuses on conversation skills and the student's ability to speak on various topics
- **Business quiz club** where activities are planned and conducted to improve students' general knowledge
- **Sports and Fitness club** also come under the personality development club, where a disciplined and systematic approach is adopted to improve students' overall Wellness and development through physical exercises and sports events
- **Environment club & CSR club** (Corporate Social Responsibility): Students are encouraged to take up socially responsible projects and events. Students, as young adults, can contribute to society through relevant activities. The events conducted by the environment club include gardening and planting saplings, caring for animals, and sensitizing students on various social issues.
- **Art & Culture club** The talent development club focuses on and promotes creativity like DIYs, music, and dance.
- **Foodie club** is another famous club at IBS Bangalore where the students showcase their culinary skills. The club believes in the importance of food in life and business. The students cook food, serve others, and ensure that the diners cherish food from different cultures.

Supporting clubs at IBS Bangalore

- **Photography club** also named, Nexus captures all the events organized at IBS Bangalore and documents/records them. In addition, the club

promotes the idea of expressing oneself through photography skills. Photography competitions are organised throughout the academic year, including capturing the campus through the lens.

Club in association with an external organisation

- **Rotaract club** of IBS Bangalore is associated with and is sponsored by the Rotary Club of Uttarahalli, Bangalore. Since the Rotaract club has an international presence, students are exposed to international practices which enhance their awareness and social commitment.

Other clubs at IBS Bangalore

- **Digital marketing club**
- **Library club**

All these student clubs enhance the campus life experience of students at IBS Bangalore.



Guest Lectures

Date	Name of Guest	Designation	Company	Topic
16.9.2022	Mr Sachin Shivakalimath	Advisor – Data Science, Marketing Sciences	Dell technologies	Applications of Analytics in Industry- Experience from Dell
13.9.2022 14.9.2022	Mr.Karthik Kumaraswamy Raju	Entrepreneur ,Founder	Digital Advantage & Growing Smiles	Crisis Communication & Technology in Business Communication Blogs,Clogs,Youtube,Facebook
17.8.2022 20.8.2022	Ms. Pallavi Srivastava	Managing Director	Atomic Transformation Pvt Ltd	Traning & Sensitization for Versant Tests
9.8.2022	Mr. Pravin Shiriyannavar	Head Brand- Comm PR	Brand - Comm	Strategies implemented by Brand - comm in brand building through thought leadership
8.8.2022	Ms. Vinita Gera	Sr. Director IT Infrastructure	Dell Technologies	Moving from campus to corporate learnings from career
2.7.2022	Mr. Anub Geo Kurian	Senior Associate	PWC	Academic Crafting
26.6.2022	Mr.Venu.KV	Manager	Hexagon Manufacturing Intelligence	Dimensions of quality in service Benchmarking in the service Industry
31.5.2022	Mr. Aryasomayajula Satya Prasad	Founder &Head	Critical Thinking Academy	Critical Thinking
27.5.2022	Dr. Namita Kumari	Doctor	IISC	Yoga & Meditation
26.5.2022	Mr.Syed Farrukh Ahmed	Learning & Development Manager	I Quanti .Inc	Interaction with Alumni
25.5.2022	Mr. Abhilash C Mouli	Founder	Chanshi	Student's interaction with Alumni experience sharing
23.5.2022	Dr.Kaku Mayur Vinay Kumar	Neurosurgeon &Yoga Specialist	HCG Hospitals	Motivational speech as a part of preparatory sessions
20.5.2022	Ms. Parimala Murthy	Director @AHEAD	Youth For Seva	Motivational speech as a part of preparatory sessions
19.5.2022	Mr.Anuj Vaid	CEO	CMS IT services	Industry Expectations &Preparing for a better career
18.5.2022	Mr.G.Laxminarayanan	Global Delivery Head	Polestar Solution	Industry Expectations &Preparing for a better career
19.8.2022 21.9.2022	Mr.Sujitesh Das	COO	Healthworks AI	Practicing Teachers in classroom
18.6.2022 20.8.2022	Mr.G.Laxminarayanan	Chief Straegy Officer & GDH	My Shiksha	20hr Certification program in AI & ML
10.7.2022 11.9.2022	Mr.Vishal Lakhmani	Associate Director	Tata Consumer Products	Certification course in Data Visualization with Power BI
15.11.2022	Mr.Marelene Sequeria	Talent Scout & Founder	Tweavers HR Consultancy Pvt Ltd	Competencies for Conducting an Efficient end-to-end Recruitment Process
29.11.2022	Mr. Rajeev Velur	Head- HR	The Printers Mysore PvtLtd(Deccan Herald)	Even Leaders Fail:Leadership Insights from my failures
30.7.2022 24.9.2022	Mr. Anantha .L	Associate Director	KPMG	Challenging Rewarding Career
29.12.2022	Ms. Priti Nainwal Chandola	GM-Client Relation & Marketing	Anexion Transformation	Strategies we createdfor perceived value in marketing atShriram Axiall
3.1.2023	Ms. Titash Neogi	Founder-Adaptiv-Me	Adaptive-Me	Towards a Sustainable generative A9 revolution
5.1.2023	Ms.Chitra Singh	Founder& Mentor	Sales -Women to Ring	Why a Sales Career will give you the sucess you deserve
12.1.2023	Mr.Dandapani	GM	Page Industires LTD	Onward &Reverse Logistics in Sales & Distribution
11.1.2023	Mr.Raktim Dutta	Sales Force Product Owner	OG Solutions India Pvt Ltd	CRM Systems &Customer Relationship Management ;Sales force Demo
9.1.2023	Mr. Krati Vyas	HR Resource Advisor & Consultant	Freelancer	Preparing students for their Corporate Journey
23.1.2023	Mr.Bhasker Acharya .M	CA Firm , Partner & CEO	TurboTech Precision Engineering Pvt	Income Tax Challenges during filing & GST : Helpful in Fraud Tax evasion Prevention-Experiences of a CA
20.1.2023	Mr.Gautam Attravanam	Head Treasury Tata Power Co ltd	Tata Power Company Ltd	Functioning of integrated corporate Treasury





SIP Guides Meet, 2023

The Summer Internship Programme (SIP) allows management students to learn on the field. It helps them acquire and hone skills apart from giving them first-hand corporate world experience. An effective SIP needs the support of the industry in offering projects that help students acquire the required skills and knowledge. IBS, Bangalore has a network of companies from diverse industries and sectors that offer internship projects from across the domains of HR, Finance, Analytics, Operations, and Marketing. The students intern for 12 weeks and are mentored by a company and a faculty guide. The SIP Guides Meet is an occasion to thank our industry partners for helping our interning students achieve a significant milestone in learning in their two-year journey.

For the academic year 2022-2023, the SIP Guides Meet was held on January 20, 2023, at the Chancery Pavilion, Bangalore. The event was presided over by two guest speakers. Ms Asha Merugu, Executive Director, FAAS, Ernst & Young, addressed the gathering on Sustainability, Climate Change, and the Industry. Ms. Asha gave an in-depth account of the Industry's initiatives on sustainability accounting. The second guest speaker, Mr Peter Heinzsten, Director of Human Resources at Volvo Buses, addressed the audience on mindfulness in the workplace. Mr Peter eloquently explained how to be in the present. He also suggested that one can develop a growth mindset by being open to opportunities. The event was successful, with 90+ participants, including representation from SIP guides from Brandcomm, Tata Consumer Products, KPMG, Canara Bank, Kargil, Wipro Consumer Care, Bajaj Alliance, and other companies, faculty, staff, and select student volunteers.



Convocation 2022



IBS Bangalore has the practice of conducting the convocation for the outgoing batch every year a few months after the completion of the academic year and the announcement of results. However, due to the pandemic, the convocation for the class of 2020 and 2021 could not be held in the respective years. Therefore, the convocation ceremony for these batches were held on the 16th and 17th of April 2022 respectively at J N Tata Auditorium in Bangalore. The chief guest, Mr Harshawardhan Joshi, Founder & CEO, Sagas IT Analytics (a Data science company) addressed the graduating Class of 2020 on 16th April 2022. The chief guest for the convocation ceremony of the class of 2021 was Mr Sreenath Narayanaiah, Managing Director & Country Head, Merck who addressed the students on the career aspirations and preparation on 17th April, 2022.

The convocation ceremony for the class of 2022 was held on the 16th of July 2022 at St. John's Auditorium in Bangalore. The convocation ceremony began with a procession led by the chief guest, Mr. Srikar Reddy, CEO & MD of Sonata Software. The formal ceremony was conducted smoothly with the required decorum. The chief guest addressed the graduates and offered them a set of pointers for a successful career and enriching life.



CAREERS & PLACEMENTS

IBS has an impeccable track record of achieving excellent placements every year, with top companies visiting the campus to recruit its students. IBS has adopted a very systematic approach towards building the careers of its students through a Career Management Centre that plans and implements the placement activities throughout the year.

Prominent Recruiters (a partial list)

360 Realtors	HDFC Bank	Jones Lang LaSalle
Anand Rathi	HomeLane	Kotak Mahindra Bank
ANZ Support Services	Housing.co.in	Make My Trip (I) Pvt. Ltd
Bajaj Housing Finance Ltd.	ICICI Bank	PhonePe
Brane Enterprises Pvt Ltd	ICICI Lombard General Insurance	Pin Click
Course5	ICICI Prudential (AMC)	Property Cloud
CSB Bank Ltd.	ICICI Prudential Life Insurance	PWC SDC
Deloitte Tax Services	Company	Radio Mirchi
Enquero Global	IDFC First Bank	Star Union Dai-ichi Life Insurance
Factset	Indxx Capital	Tata Capital
Federal Bank	Info-Drive Analytics Private Limited	VE Commercial Vehicles Ltd.
FirstMeridian	IRESH Consultants	
HCL Technologies	Jaro Education	

Placements

Class of	2022	2023
Students Placed	94%	95%
Average Salary*	7.02	7.42
Highest Salary*	-	-
National	10.00	12.58
International	22.16	-
Average Salary* (Top 10%)	12.36	9.29
Average Salary* (Top 25%)	9.74	8.73

* ₹ in Lakhs



IBS ALUMNI A GROWING FRATERNITY



The alumni meet, SUMMIT 22 was conducted on the 25th of June, 2022 to mark the silver jubilee celebrations. The twenty-fifth batch of students graduated from the portals of IBS in 2022. Alumni from all batches and all IBS campuses had been invited to SUMMIT 22. There was representation from the Class of 2000 to the Class of 2022, and from all campuses at the alumni meet. A total of 207 alumni attended and the total number including their family members was 400. They enjoyed and appreciated the gesture of IBSAF, for having invited them to SUMMIT 22. Each alumna received a beautiful memento as a parting gift for the occasion.





Prof. Muralidhara GV

BE (Mech), PGDM (IIM-B), CFA
Director

Prof. Muralidhara is a Mechanical Engineer, PGDM and Gold Medalist from the Indian Institute of Management Bangalore and a Chartered Financial Analyst. With an industry experience of more than 30 years, he has held several senior positions in reputed public sector and private sector organizations. Prior to his stint as Campus Head at IBS Bangalore, he was the Dean – Case Research Center at IBS Hyderabad. In this position, he led a team of talented case writers at the globally renowned center of excellence, which won several international awards and accomplishments. Prof. Muralidhara has authored/co-authored more than one hundred case studies in management. Several of these have won awards at international competitions and are also reprinted in international textbooks. He has been a jury for a number of competitions and a reviewer for many international conferences. He has conducted a number of faculty development workshops as well as Management Development Programs.



Prof. J Venkataraman

BE (Mechanical), MBA (Operations Mgmt)
Director (Corporate Relations)

Prof. Venkataraman is a Mechanical Engineer with MBA in Operations Management. He has an overall experience of 45 years, out of which 19 years are in Academics and 26 years in Industry. Prior to joining academics, he has worked in senior positions in top Indian and Global companies in the area of Operations. He regularly conducts hands-on workshops in TQM and Six Sigma Quality for the industry. He teaches in the area of Operations Management.



Dr. Manisha Singh

M.Com, MBA, Ph.D
Dean (Academics) and Academic
Coordinator

Dr. Manisha handles courses in the areas of Finance, Accounts and Law. She has been associated with IBS since 2008 and has a total experience of 19 years in teaching and research. A gold-medalist & national scholarship holder for merit in M.Com & B.Com from BHU, she was awarded Ph.D (Finance) in the year 2001. A certified GST trainer, she has authored several research articles and cases, and has also organized and presented papers in various seminars & conferences. She has recently co-authored a book on Cost Accounting: Text Problems and Cases.



Dr. R Harish

B.Tech. (IIT Madras) PGDM (IIM-C), DBF
(ICFAI), Ph.D
Deputy Director

Dr. Harish is an alumnus of IIT Madras and IIM Calcutta. He has 40 years of experience, of which 17 years is in academics. His professional experience is in marketing and management consultancy. His career includes stints with Maruti Suzuki and the Tata Group. He has published many articles, research papers, edited books and case studies.



Prof. Surjyabratt Buragohain

MBA (Australia), Dip in Strategic HRD
(Singapore), MA (English Literature), PG
Diploma in IRPM
Associate Dean

Prof. Surjyabratt has 8 years of experience in industry, 18 years in entrepreneurship and more than 15 years in academics. His professional experience includes HR management, business development and financial management in the oil and gas industry. He is the co-founder of three start-up companies with diverse businesses in digital entertainment, e-commerce, and pre-school learning. He teaches Organizational Behaviour, Business Strategy, Human Resource Management and Entrepreneurship.



Dr. Geetha V Sharma

Diploma in Horological Engineering, MA (English),
M.Phil. (English Business Commn.) Ph.D
Associate Dean

Dr. Geetha is a Ph.D in the area of Ethnography of Communicative Competence. She is a postgraduate in English from Mysore University and holds an M.Phil. degree in English (Business Communication) from S.V. University Tirupati, and a Diploma in Horological Engineering. With a total experience of 20 years she is involved in designing and handling communication and soft skills programs, student performance evaluation models and training delivery support material.



Dr. Sharon K Jose

PDGBA (IBS), DBF (ICFAI), Ph.D
Associate Dean (Student Activities)

Dr. Sharon, with 19 years of experience at IBS Bangalore, has taught courses and delivered Management Development Programs in the areas of Corporate Finance, Security Analysis, Financial Risk Management and Commodities Market. For a period of three years, she was the Consulting Editor of ICFAI Journal of Derivatives Markets. She has published a number of articles and papers in the area of stock index futures, commodity derivatives, weather derivatives and real options.

IBS BANGALORE FACULTY PROFILES



Dr. Girish G P

BE, MBA, PhD
Dean (Academics)

Dr. Girish is a Ph.D in Finance & MBA from IBS Hyderabad. He was also a visiting scholar at Macquarie University, Australia. He has an experience of 14 years and teaches Financial Management, Security Analysis, Project Appraisal and Finance, Financial Markets and Services, Commodity Derivatives and Financial Risk Management courses. He is currently a Reviewer/Guest Referee for various renowned Journals such as Energy Journal (IAEE, USA), Energy Policy (Elsevier, UK), International Journal of Electrical Power and Energy Systems (Elsevier, Netherlands), Energy Strategy Reviews (Elsevier, Netherlands), International Journal of Green Energy (Taylor & Francis, USA), Cogent Business and Management (Cogent OA-Taylor & Francis, UK) and International Journal of Economics and Finance (Canada). Dr. Girish's research interests include Power Markets, Energy Economics, Finance, Renewable Energy and Risk Management.



Dr. Bharathi S Gopal

MBA, M.Phil. Ph.D
Associate Dean, Dy Academic Coordinator

Dr. Bharathi S Gopal has been in academics for about two decades. She teaches courses in Marketing. She has designed several courses such as Digital Marketing, Marketing for Non-profits, a course on Women Consumers delivered in VIVES University, Kortrijk, Belgium and a Digital Marketing course at University of Manchester Metropolitan, UK. Prof. Bharathi has developed several case studies and conducted training sessions on case study writing. She has also mentored academicians on the usage of case studies in the classroom. She was nominated for the Best Case Teacher Award conferred by The Case Centre.



Prof. Leena Sidenur

B.E, PGDBA (BITS, Pilani)
Associate Dean &
Dy. Academic Coordinator

Prof. Leena Sidenur has been associated with IBS for the past 15 years. She is a B.E. (Computers) from Cummins College of Engineering, Pune and a Post Graduate Diploma in Business Analytics from BITS Pilani. With an industrial experience of 3 years, working on mainframes and vendor software systems and a teaching experience of 16 years, she is currently handling courses like Introduction to Business Analytics, Operations Management, E-business for PGPM students and Business Mathematics to BBA students. She has also handled courses in Information Technology for Executive MBA. She is also the co-editor for the IBS Bangalore newsletter since Nov 2020. Before joining IBS, she did corporate training for Logic Option in database management systems and also worked as a freelance writer for The Times of India. She has also worked for Cummins India Ltd. on proprietary software based on VAX-VMS platform and was actively involved in system study, software design, customer interaction and implementation. Her areas of interest are creative writing and mentoring students. She is a trained Hindustani classical singer and has been a radio artist at Dharwar radio station. She volunteered to teach music to autistic students at Meera school of music therapy.



Prof. Radhika Ramesh

MA (English), PGDHRM
Associate Dean (Academics) &
IBSAF Coordinator

Prof. Radhika Ramesh teaches Business Communications, Soft Skills, Personal Effectiveness Management, Human Resource Management and is dedicated to both research and teaching. Communication Studies occupies her interest. An avid reader, she strives to improve her teaching techniques so that her classroom sessions address the required current skill sets which enhance efficiency in the workplace. This has also helped her to have successful corporate training sessions with the takeaways being practical and of immediate use in the workplace. She has an experience of 26 years in Academics. She has recently published compact cases on The Case Centre, UK (European Case Clearing House).



Dr. Shweta Puneet

M.Sc., PGDITM, Ph.D

Dr. Shweta Puneet has 22 years of rich experience in academics. She teaches E-Business, IT-Enabled Services and Enterprise-wide Information Systems. She has presented several research papers at various national and international conferences, and is currently pursuing PhD in Text Mining.



Dr. B Shafiulla

MCom, MBA, Ph.D.

Dr. Shafiulla is a commerce graduate, with an MBA degree from S. V. University; and M.Com and PhD from S.K. University. With an academic experience of 20 years, he has taught various subjects in the marketing domain. During this period, he has published 13 papers in refereed journals and presented 25 papers in national and international conferences. His major research work is on "Genericization of Trademarks: Brand Name Becomes Generic Name - Challenge for Brand Managers", an original contribution to the field of Brand Management.



Prof. Srinivasan R

B.Sc. Engg (Mech), PGDIT
(IIFT-Delhi)

Prof. Srinivasan has a degree in Mechanical Engineering. He is a post graduate in Foreign Trade from IIFT-Delhi. He has 20 years of industry experience in manufacturing, marketing and international business, handling industrial as well as consumer goods, and 15 years of teaching experience in business schools, handling subjects such as Marketing Management, Services Marketing, Marketing Communications and International Marketing. He has also conducted training and MDPs for working professionals.

IBS BANGALORE FACULTY PROFILES



Prof. Sunil Pillai

B.E., MBA (IBS Hyderabad)

Prof. Sunil Pillai has overall experience of 15 years in the industry in various sales and marketing roles. He has worked as Product Manager for a reputed consumer brand in India. He also has experience in new product development in the consumer durable industry. He has deep understanding of consumer market research, media planning, online sales, developing consumer promotion and trade promotion, social media marketing and managing new product rollout. Further, he has rich experience in organized retail and modern trade. He has been a core member of an award winning new retail concept in India. He has mentored several students for various marketing and retail projects. His last stint in the industry was with a Fortune 500 multinational company in a senior management role. He teaches Marketing Management and Retail Management. He also holds a certification in Financial Markets from NSE.



Dr. G. V. Kesava Rao

MBA, PGDFM, LL.M.,
FDPM-IIM-A, C.S., Ph.D

Dr. Kesava Rao is a qualified Limited Insolvency Professional of IBBI. He holds Ph.D (Finance) in Management. In his experience spanning more than two and half decades, he has held various strategic/academic positions in many institutions of repute, and is associated with C.A., C.M.A. and C.S. Institutes as Faculty. He has published/presented research papers and case studies in national and international journals and in various conferences. He is the editor of four books and author of six books, of which five are text books. He is a member on the Board of Studies & Examiners and also a recognized PhD guide for various universities and institutes.



Prof. Soni Karekar

M.A., PGDBM

Prof. Soni Karekar's career spread across 28 years, has been closely related to the teaching and corporate training professions. She has worked predominantly on the finer aspects of spoken and written business communication, leadership development and professional development. She has facilitated training programs for ICICI Bank, Tata Sky and other corporates during her stint with Door Training and Consulting, India. Other assignments included faculty and staff development; design and delivery of "Life Skills" – a course specially created for Defense personnel. She also worked with Canara Bank Institute of Information Technology to train second PUC dropouts to develop skills to become call center employable.



Dr. Seeboli Ghosh

MBA (Marketing), M.Phil, Ph.D

Dr. Seeboli Ghosh has an experience of nearly 9 years in academics and 4 years in industry. IBS is her alma-mater, and she had industry experience in blue chip financial services, niche research & development organizations, etc. In her academic stint, she has been a thought leader in the area of modern day marketing strategies, and has presented papers in several conferences of repute. Her portfolio includes 12 research papers in national and international journals. She has been a leading corporate trainer mentoring senior executives. Her research interests revolve around marketing & digital media, business analytics, behavioural finance, etc. She is passionate in skill development and whole heartedly focuses on assisting students to improve their cognitive skills in management subjects and eventually transform them into industry leaders.



Prof. Anand Srinivasan

B.Pharm, PGPEM

Prof. Anand has nearly 21 years of corporate experience, predominantly in the IT Services industry. He was responsible for delivery of projects to clients in a range of industries. He has held positions in Infosys, Wipro, Mind Tree, and TCS, among others. For the last four years, he has been a full-time faculty in management education, teaching a variety of courses in Marketing, Operations, Analytics and Business Communication. He completed the PGPEM from IIM Bangalore.



Prof. P K Chandra Shekar

PGDM

Prof. Chandra Shekar is a science graduate with a PGDM in Marketing from XIM, Bhubaneswar. He has three decades of business experience in Sales and Distribution and B2B Business Development. He has worked in large MNCs and start-ups in India and in the Middle East; and in organizations such as ITC Ltd., Aujan Group, Gallup Consulting and Educomp Solutions, which enable him to bring in the practical aspects of business into the classroom. He teaches Business Communication, Managerial Skills Development and General Management courses. He has participated in several national and international conferences in his areas of specialization.



**Prof. Susheela
Girisaballa**

MBA

Prof. Susheela has more than 15 years of teaching experience in the fields of Quantitative Methods, Operations Research, Research Methodology and Operations Management. She has been associated with several institutes of repute, including Defence Services Staff College, CA & ICWA Institutes. To her credit, Susheela has guided several batches of students for Summer Internships and for placements. She has presented research papers at various conferences and has published research papers in national and international journals. She is currently pursuing her PhD.



Dr. Teresa Paul

MA (Eco), M.HRM, M.Phil, Ph.D

Dr. Teresa holds a PhD in Economics and has a teaching experience spanning nearly two decades. Her interests include Economics and International Finance. She has presented papers in various seminars, some of which have been published. She has also had a brief stint with a reputed manufacturing company as a research associate in their Economics Research Department, before she embraced teaching as her profession.



Dr. Reema Mohanty

MBA (HR), Ph.D
Certified Behavior & Values Analyst

Dr. Reema Mohanty has over 13 years of experience in developing and managing talent across leading organizations in India like Infosys Technologies, Mphasis and Goldman Sachs. In academics, she brings in over 12 years of experience in the areas of organizational leadership, employee relations and organizational behavior, with special interest in curriculum and student development and strengthening the academia-industry partnership. Her PhD is on identifying the gaps between what B-school education provides and what the industry wants.



Prof. Padmini

ACA

Prof. Padmini is a Chartered Accountant practising since a decade and has an accounting advisory firm and audit firm under her wings. She specializes in internal audit, statutory audits and financial reporting incorporating IFRS and IND AS. She believes in the "Campus to Corporate" mantra, which is aimed and specially designed for management graduates, to help them make a smooth transition from the college campus to the corporate office. The skills imparted seek to make the participants introspect, and hone their corporate skills to cope up with the corporate reporting standards and climate.



**Prof. Harisankar
Muralidharan**

B Tech (NIT-C), PGDM (IIM Lucknow)

Prof. Harisankar has professional experience of 23 years, including 14 years in industry and 9 years in academics. His industry experience encompasses the areas of sales & distribution management, marketing, business strategy, channel development, business research and sales training in FMCG and industrial product companies. He handles courses in Marketing and Business Strategy.



Dr. Vanishree G

MA (Eco), MBA, Ph.D

Dr. Vanishree has a PhD in Applied Business Economics, and is also pursuing her second PhD in Management. She has 29 years of experience in academics. She has earlier worked as director and principal of various colleges. She has been a resource person, participated and presented several papers in national and international seminars. She has also published numerous papers in research journals. She has conducted management development programs too. She is an editorial board member for Pezzottaite Journals. She teaches courses in the field of economics.



IBS BANGALORE FACULTY PROFILES



Prof. Raghavendra Rao GN

M.Tech, MBA

Associate Dean- Examinations

Prof. Raghavendra Rao is a Mechanical Engineer with more than 21 years of industrial experience in Design and Manufacturing verticals in Aerospace/Defence domain. He teaches Operations Management, Supply Chain, and Lean Methods at IBS Bangalore. He did his Master of Technology in Machine Design Engineering. In addition to an Executive MBA, he holds many Certificates and Diplomas in courses such as Industry 4.0, International Sales and Marketing, Project Management, Waste Management and Lean Methods as well as Soft Skills.



Dr. Arunabala

B.Sc (Psychology), MA, Ph.D
(IIT Madras)

Dr. Arunabala has 9 years of teaching experience in various academic institutions and 6 years of research experience at IIT Madras. Dr. Aruna is a faculty member in the area of Organizational Behaviour and Human Resource Management. The subjects handled include Organizational Behaviour, Organizational Diagnosis & Development Interventions and Business Research Methods. Her research interests include work place bullying, impact of domestic violence at the workplace and diversity & inclusion. She is in charge of management development programs and coordinates the travelling club.



Dr. Suneel Sharma

M.Sc (Tech), Ph.D

Dr. Suneel Sharma started his career in Jindal Iron & Steel, and then moved to academics. He is a faculty in the field of information systems & analytics. His research is in the area of cognitive automation, risk & operation analytics and applications in banking, utilities, logistics, and government. His areas of interest are data visualization; business intelligence, digital design & innovation, emerging technologies like cloud, IoT, virtual and augmented reality. He is an empanelled adviser to the Government of India and Sri Lanka in the area of E-governance policy initiatives. He has served society through various rural education initiatives, community development programmes, and students' social projects. He obtained pilot's license and is a professional deep sea diver.



Dr. Khalid UI Islam

MFC, M.Com, Ph.D

Dr. Khalid UI Islam is a Ph.D in financial economics from the Delhi School of Economics (DSE), University of Delhi, Dr Khalid has a masters in finance (MFC), M. Com, and a postgraduate diploma in international business operations (PGDIBO). He has qualified for the national eligibility test (NET) and has been awarded the junior research fellowship (JRF) by the UGC. He has worked as a senior research fellow (SRF) at DSE during his Ph.D. He is also the recipient of the best paper award in the area of finance at the 17th International Business INBUSH Era World Summit-2017. He is a certified mutual fund advisor (AMFI). He has many publications in national and international Scopus, WoS, and ABDC-Ranked journals. His research interests include asset pricing, market efficiency, risk management, and Islamic finance.



Dr Rajani Kumari

MCA, M Tech. Ph.D

Dr Rajani has done her graduation (BCA) and post-graduation (MCA) from Rajasthan University, Rajasthan. MTech in Data Science from BITS Pilani and Ph.D from Jagannath University in the field of Soft Computing. Her primary research area is Machine Learning and Soft Computing. She has published more than 20 papers in SCI and Scopus-indexed journals and more than 10 papers in UGC Approved Journal. She has a total of 11 years of experience in the teaching field.



Prof. V. Ravichandran

M.S (Inf. Tech.), MBA (Finance)

Prof Ravichandran has done M.S (Inf. Tech.) from Bharathidasan University and MBA (Finance) from Anna University. He has professional experience over 30 years - Business Manager in Himalaya Drug Co & Manager in HSBC Wholesale Banking Division (in various risk management position) and for over 8 years in academics as faculty for finance in Business schools. He handled various finance subjects – Financial Derivatives, Portfolio Management, International Financial Management, Alternative Investment and Markets, Advanced Capital Budgeting, Investment Banking, Strategic Financial Management, Project Appraisal & Finance, Advanced Financial Management, Financial Risk Management, Corporate Finance, Treasury Management, Fixed Income Securities, Financial Markets and Institutions.







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Campus:

231, Near Check Post, Mysore Road, Kengeri, Bengaluru - 560060.