

# THE MBA PROGRAM CURRICULUM

## Module – I

### Principles of Management

#### Introduction to Management

**Management: An Overview:** Definitions of Management; The Role of Management; Functions of Managers; Levels of Management; Management Skills and Organizational Hierarchy; Approaches to Management.

**Evolution of Management Thought:** Early Approaches to Management; Classical Approach; Behavioral Approach; Quantitative Approach; Modern Approaches to Management.

**Social and Ethical Responsibilities of Management:** Social Responsibilities of Management; Arguments for and against Social Responsibilities of Business; Social Stakeholders; Measuring Social Responsiveness; Managerial Ethics.

#### Planning

**Fundamentals of Planning:** Definitions of Planning; Nature of Planning; Significance of Planning; Types of Plans; Steps in the Planning Process; Prerequisites for Effective Planning; Limitations of Planning.

**Management by Objectives:** Nature of Objectives; Concepts in MBO; The Process of MBO; Benefits of MBO; Limitations of MBO; Making MBO Effective.

**Strategies, Policies and Planning Premises:** Nature and Purpose of Strategies and Policies; The Three Levels of Strategy; Strategic Planning; Strategic Planning Process; Competitive Analysis in

Strategy Formulation; Major Kinds of Strategies and Policies; Porter's Competitive Strategies; Strategy Implementation; Effective Implementation of Strategy; Planning Premises.

**Managerial Decision-Making:** Significance and Limitations of Rational Decision-making; Managers as Decision-makers; Decision-making Process; Types of Managerial Decisions; Decision-making Under Certainty, Risk and Uncertainty; The Systems Approach to Decision-making; Group Decision-making; Decision-making Techniques.

#### Organizing

**Fundamentals of Organizing:** Definitions of Organizing; Benefits of Organizing; Traditional Perspectives on Organizing; Closed System Vs Open System; Formal Vs Informal Organization; The Process of Organizing; Bases for Departmentation; Choosing the Pattern of Departmentation.

**Strategic Organization Design:** Span of Management; Authority Defined; Power: Bases of Power; Line and Staff Relationships; Centralization Vs Decentralization; Delegation of Authority; Balance: The Key to Decentralization.

**Strategic Organization Structure:** Ensuring Understanding of Organizational Structure; Designing Organizational Structures: An Overview; Major Structural Alternatives; Strategic Business Units.

**Effective Organizing and Organizational Culture:** Prerequisites for Effective Organizing; Avoiding Mistakes in Organizing by Planning; Avoiding Organizational Inflexibility; Avoiding Conflict

by Clarification; Organizational Culture; Organizational Environment for Entrepreneuring and Intrapreneuring.

#### Staffing

**Human Resource Management and Staffing:** Human Resource Management: An Overview; Recruitment; Selection; Socialization Process of New Employees.

**Performance Appraisal and Career Strategy:** Significance of Appraisal; Informal Vs Formal Appraisals; Performance Rating Methods; Criteria for Appraising Managers; Formulating Career Strategy.

**Organizational Change and Organization Development:** Organizational Change; Planned Change through Organization Development; Organizational Development Process; Approaches to Manager Development; Organizational Conflict.

#### Leading

**Managing and the Human Factor:** The Nature of People; Behavioral Models; Managerial Creativity.

**Motivating Employees for Job Performance:** Definitions and Meaning of Motivation; Classification of Motivation Theories; Motivational Techniques; A Systems and Contingency Approach to Motivation.

**Leadership:** Definition and Meaning of Leadership; Key Elements of Leadership; Leadership Theories.

**Managing Communications:** Definitions of Communication; Significance of Communication in Organizations; Communication Process;

Communication Flows in an Organization; Barriers to Communication; Gateways to Effective Communication.

### **Controlling**

**The Control Function:** Planning and Controlling; Importance of Controlling; Levels of Control; Basic Control Process; Direct Control Vs Preventive Control; Types of Control; Requirements for Effective Controls; Certified Management Audit and Enterprise Self-Audit.

**Control Techniques:** Major Control Systems; Financial Control; Budgetary Control; Quality Control; Inventory Control.

**Productivity and Operations Management:** Production and Productivity; Productivity Problems and Measurement; Operations Research, Production and Operations Management; Some Operations Research Techniques; Limitations of Operations Research.

**Management Information Systems:** Management Information; Components of an Information System; Types of Information Systems; Management Information Systems.

### **Business Communication & Soft Skills**

#### **Non-Verbal, Oral, and Group Communications**

**Fundamentals of Communication:** The Importance of Communication; The Basic Forms of Communication; The Process of Communication; Barriers to Communication; Dealing with Communication Barriers.

**Nonverbal Communication:** Characteristics of Nonverbal Communication; Components of Nonverbal Communication.

**Listening:** Importance of Listening; Barriers to Effective Listening; Approaches to Listening; How to be a Better Listener; What Speakers can do to Ensure Better Listening.

**Interpersonal Skills:** Building Positive Relationships; Giving Praise; Dealing with Criticism; Managing Conflict.

**Negotiations:** Approaches to Negotiation; The Major Elements of Negotiation Preparation; The Situation.

**Interviewing:** Interview and Types of Business Interviews; Planning an Interview; Conducting an Interview; The Ethics of Interviewing.

**Group Communication:** Factors in Group Communication; Group Decision Making; Effective Meetings.

**Making Presentations – Getting Started:** Speech Purposes – General; Speech Purpose – Specific; Methods of Speaking; Analyzing the Audience; Nonverbal Dimensions of Presentation.

**Organizing and Presenting the Speech:** Why Organize?; The Core Statement; Organizational Structures; Supporting your Ideas; Visual Aids; After the Presentation.

#### **Written Communication**

**Letter Writing: Writing about the Routine and the Pleasant:** Understanding the Audience; Organizing Your Message; Business Letters.

**Writing about the Unpleasant:** Writing for the Reader; Saying “No” to an Adjustment Request; Saying “No” to a Credit Request; Saying “No” to an Order for Merchandise; Saying “No” to a Request for a Favor; Special Problems in Writing About the Unpleasant.

**Writing to Persuade:** The Basis of Persuasive Sales Messages – Identifying Objectives; The

Basis of Persuasive Sales Messages –Organizing the Message; Writing a Complete Sales Letter; Claim Letters and Requests for Favors; The Collection Series.

**Communication for Employment – Resume:** Formulating Career Plans; Planning your Resume; Structuring the Resume; Content of the Resume; Electronic Resumes.

**Communication for Employment –Application Letter:** Qualities of Well-Written Application Letters; Letter Plan.

**Writing Effective Memos:** Fundamentals of Effective Memos; Types of Memos; Memos about the Unpleasant; Persuasive Memos.

**Structure and Layout of Letters:** Punctuation Styles and Letter Formats; Formats; Standard Letter Parts; Special Letter Parts; Memorandum Formats.

**The Framework of a Report:** The Elements of a Report; The Text of a Report.

**Writing the Report:** Different Types of Reports; Four Steps in Writing a Report; Structuring the Report; Concluding the Report.

**Managing Data and Using Graphics:** When to Use Visual Aids; Selecting a Suitable Visual Aid; Introducing Visual Aids in the Text.

**Review of Writing Skills:** Sentence Structure; Punctuation; Paragraphs; Compositions.

#### **Managing the Self**

**Managerial Effectiveness: A Conceptual Framework** Managerial Effectiveness; Characteristics of an Effective Manager.

**Stress Management:** Definition of Stress; Sources of Stress; Effects of Stress; Strategies for Coping with Stress; Maintaining Work-life Balance; Spirituality and Stress Management.

**Time Management:** Importance of Time Management; Analysis of Time; Planning Time and Resources; Setting Goals and Objectives; Planning to Achieve Goals.

**Creativity in Management:** Defining Creativity; Importance of being Creative; Developing Creativity; Enhancing Creativity.

### Managing Others

**Emotional Intelligence in Management:** The Nature of Emotional Intelligence; Evolution of Emotional Intelligence; Components of Emotional Intelligence; Analyzing the Impact of Emotions at the Workplace; Applications of Emotional Intelligence at the Workplace; Emotional Intelligence in Indian Organizations; Improving Emotional Intelligence

**Interpersonal Skills:** Introduction to Interpersonal Skills; Developing Interpersonal Skills; Transactional Analysis; Transactional Analysis and Managerial Effectiveness.

**Leadership and Change Management Skills:** Leadership Skills; Change Management Skills; Crisis Management Skills.

**Multi-cultural Communication Skills:** Understanding Different Cultures; Need for Multi-cultural Communication Skills; Being Sensitive to Different Cultures while Communicating; Common Mistakes Committed in Cross-cultural Communication; Enhancing Multi-cultural Communication Skills; Cultural Fluency.

## Organizational Behavior

### Fundamentals of Organizational Behavior

**Understanding Organizational Behavior:** Definition of Organizational Behavior; Management Roles; Management Skills; Consistency Vs Individual Differences; Theoretical Frameworks; Challenges and Opportunities for Organizational Behavior; Models of Organizational Behavior.

**Foundations of Human Relations and Organizational Behavior:** Definitions of Human Relations and Organizational Behavior; Historical Development of Human Relations and Organizational Behavior; Contribution of Other Disciplines to Human Relations and Organizational Behavior; Significance of Human Relations and Organizational Behavior; Research Foundations for Organizational Behavior.

**Understanding People and Organizations:** Uniqueness of Human Beings; Human Limitations; Influence of Internal and External Factors on Human Behavior; Understanding Behavior; Why Organizations Exist; Organizational Tasks; The Social Aspect of Organizations.

**Diversity and Ethics:** Concept and Nature of Diversity; Managing Diversity in Organizations; Individual and Organizational Approaches to Managing Diversity; Developing the Multicultural Organization; Ethics and Ethical Behavior in Organizations.

**Managing Communication:** Definition of Communication; Historical Background of the Role of Communication; Importance of Communication; The Two-way Communication Process; Problems Associated

with Two-Way Communication; Nonverbal Communication; Downward Communication; Upward Communication; Lateral Communication; Interactive Communication; Barriers to Effective Communication; Communication Technology.

**International Organizational Behavior:** Conditions Affecting Multinational Operations; How Culture Influences International OB; Managing a Global Workforce: Cultural Adaptation; Differences in Managerial Leadership Across Cultures; Cultural Contingencies and Productivity.

### Individual Behavior in Organizations

**Personality and Attitudes:** Meaning of Personality; Personality Determinants; Personality Attributes that Influence Organizational Behavior; The Development of Personality and Socialization; Matching Personalities with Jobs; Concept of Attitudes; Attitudes and Consistency; Cognitive Dissonance Theory.

**Motivation:** Definitions of Motivation; Classification of Motives; The Content Theories of Work Motivation; The Process Theories of Work Motivation; The Contemporary Theories of Work Motivation.

**Perception:** Meaning and Significance of Perception; Sub processes of Perception; Perceptual Selectivity; Factors Influencing Perception; Perceptual Organization; Social Perception; Impression Management.

**Learning:** Significance of Learning; The Theoretical Process of Learning; Principles of Learning; Behavioral Management.

### Dynamics of Organizational Behavior

**Leadership:** Definition of Leadership; Traits of Effective

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Leaders; Leadership Behavior Vs Traits; Leadership Skills; Leadership Theories.

#### **Empowerment and**

**Participation:** Empowerment; Participation; Programs for Participation; Limitations of Participation.

#### **Conflict, Negotiations, and**

**Intergroup Behavior:** Sources of Conflict; Classification of Conflict; The Conflict Process; Negotiation; The Negotiation Process; Issues in the Negotiation Process; Intergroup Relations.

#### **Foundations of Group**

**Behavior:** Nature of Groups; Various Types of Groups; Stages of Group Development; Group Structure; Group Tasks; Group Processes.

#### **Understanding Work Teams:**

Definition of Work Teams; Benefits of Work Teams; Differences between Work Groups and Work Teams; Types of Work Teams; Team Effectiveness; Teams and Total Quality Management; Teams and Workforce Diversity.

#### **Informal Organizations:**

Nature of Informal Organizations; Benefits and Problems of Informal Organizations; Informal Communication; Managing Informal Organizations.

#### **The Organization System**

#### **Foundations of Organization**

**Structure:** Definition of Organizational Structure; Key Elements in Designing an Organizational Structure; Types of Organizational Designs; Organizational Designs and Employee Behavior.

**Decision Making:** Nature of Decision Making; Decision Rationality; Types of Decisions; Models of Behavioral Decision Making; Behaviorally oriented Decision-making Techniques;

Creativity and Decision Making; Group Decision Making.

**Power and Politics:** Definition and Meaning of Power; Distinction between Power, Authority, and Influence; Bases of Power; The Dependency Factor; Contingency Approaches to Power; Power in Groups: Coalitions; Organizational Politics; The Ethics of Power and Politics.

#### **Organizational Culture:**

Definition of Organizational Culture; Characteristics of Organizational Culture; Uniformity of Culture; Strong Vs Weak Cultures; Types of Culture; Culture and Formalization; Functions of Culture; Beginning of Culture in an Organization; Learning Culture; Changing Organizational Culture.

#### **Organizational Change and Organizational Development**

**Organizational Change:** Forces of Change; Managing Planned Change; The Organizational Change Process; Resistance to Change; Overcoming Resistance to Change; Lewin's Three-Step Model; Innovation; The Learning Organization; Work Stress and Stress Management; Strategies to Cope with Stress.

#### **Fundamentals of**

**Organizational Development:** Definition and Concepts of Organizational Development; History of Organizational Development; Nature of Organizational Development; Client-Consultant Relationship.

#### **Organizational Development**

**Interventions:** Meaning of Organizational Development Interventions; Types of Organizational Development Interventions.

**Future of Organizational Development:** Strengths of Organizational Development;

The Future of Organizational Development; Possible Changes in Organizational Development Processes and Practices.

### **Economics for Managers**

#### **Microeconomics – I**

##### **Introduction to**

**Microeconomics.** Nature and Scope of Economics; Relevance of Microeconomics; Scarcity and Choice; Production Possibility Curve; Partial Equilibrium and General Equilibrium Analysis.

##### **Theory of Demand and**

**Supply:** Demand Theory; Elasticity of Demand; Supply Theory; Elasticity of Supply; Equilibrium of Demand and Supply; Demand Forecasting.

**Consumer Behavior:** Choice and Utility Theory; Law of Diminishing Marginal Utility; Equimarginal Utility; Substitution and Income Effect; Indifference Curve Analysis; Consumer Surplus.

##### **Production Function:**

Production Function; Concepts of Product; Three Stages of Production; Short-Run and Long-Run; Technological Change; Returns to Scale; Production with One Variable Input; Production with Two Variable Inputs.

**Analysis of Costs:** Types of Costs; Cost Function and Production Function; Break-Even Analysis; Shutdown Point; Economies of Scale.

#### **Microeconomics – II**

##### **Perfect Competition:**

Characteristics of a Perfectly Competitive Market; Supply and Demand in Perfect Competition; Short Run Equilibrium of the Competitive Firm; Long Run Equilibrium of the Competitive Firm; Efficiency of Competitive

Markets; Effects of Taxes on Price and Output.

**Imperfect Competition:**

Imperfect Competition; Monopoly; Monopolistic Competition; Oligopoly.

**Rent and Wages:** Theories of Factor Pricing; Meaning of Rent; Theories of Rent; Relationship between Rent and Price; Concept of Wages; Distinction between Real Wages and Nominal Wages; Factors determining Real Wages; Theories of Wages; Wages and Trade Unions.

**Interest and Profit:** The Concept of Interest; Theories of Interest; The Concept of Profit; Theories of Profit; Profit Policies.

**Forecasting and Decision Making:**

Economic Forecasting; Demand Forecasting; Risk and Decision Making; Capital Budgeting.

**Macroeconomics – I**

**Introduction to**

**Macroeconomics:** Development of Macroeconomics; Objective and Instruments of Macroeconomics; Instruments of Macroeconomic Policy; Basic Concepts in Macroeconomics.

**National Income:** Circular Flow of Income; Factors Affecting the Size of a Nation's Income; Approaches to Measure National Income; Measures of Aggregate Income; Difficulties in Measuring National Income; The Uses of National Income Statistics.

**Consumption and Investment**

**Function:** Aggregate Supply and Aggregate Demand; Simple Equilibrium without Government Intervention; Economy with Government Intervention – Three Sector Model; Equilibrium in an Economy with Government Intervention; Four Sector Model.

**Classical and Keynesian**

**Economics:** The Classical Tradition; The Keynesian Revolution; The Monetarist Approach; New-Classical Macro Economics; Supply-Side Economics.

**Fiscal Policy and Budget**

**Deficit:** Objectives of Fiscal Policy; Constituents of Fiscal Policy; Fiscal Policy and Efficiency Issues; Fiscal Policy and Stabilization; Fiscal Policy and Economic Growth; Budget Deficit and Debt; Government Budgetary Policy; Limitations of Fiscal Policy.

**Monetary Policy:** Objectives of Monetary Policy; Instruments of Monetary Policy; Problems in Monetary Policy; Monetary Targeting; Monetary Policy in a Developing Economy; Monetary Policy in an Open Economy; Link between Monetary Policy and Fiscal Policy.

**Macroeconomics – II**

**Inflation:** Types of Inflation; Sources of Inflation; Measuring Inflation; The Economic Impact of Inflation; Philips Curve; Measures to Control Inflation.

**Banking and Money Supply:**

Indian Financial System; The Banking System; Money Supply and Components of Money Supply; Creation of Money and Banking System; Equilibrium in Money Markets.

**International Trade and**

**Balance of Payments:** Basis of International Trade; Barriers to International Trade; Trends in International Trade; Balance of Payment and its Components; Causes and Types of Disequilibrium in BoP; Methods of Correcting Disequilibrium; Exchange Rate Policy; India's Balance of Payment and Trade Policy.

**Economic Indicators:** The Concept of Economic Indicators; Features of Economic Indicators;

Classification of Economic Indicators.

**Business Cycles:**

Characteristics of Business Cycles; Theories of Business Cycles; Forecasting Business Cycles; Employment Fluctuations.

**Economic Growth, Development and Planning:**

The Process of Economic Growth; The Concept of Economic Development; Economic Reforms in India; Future Economic Scenario of India.

**Business Environment & Law**

The Social and Political Environment of Business

Business Environment: An Introduction: Dimensions of Business Environment; Importance of Business Environment; Components of Business Environment; External and Internal Environment.

Demographic and Social Environment: Understanding Demographics; Demographic Classification; Society; Social Class; Group; Family.

Cultural Environment: Understanding Culture; Essence of Culture; Elements of Culture; Manifestation of Culture; Culture Change; Cultural Analysis; Cultural Adaptation; Culture Sensitivity of Markets.

Political Environment: Types of Government; Multiplicity of Political Environment; Factors Contributing to Political Instability; Political Risk; Interface of Politics with Business; Impact of International Political Environment on Domestic Business.

The Economic and Technological Environment of Business

Economic Environment: The World Economy – An Overview; Classification of Economics; Consumption Patterns; Balance of Payments; National Control of International Transfers; The Indian Economy – An overview; Economic Indicators.

Financial Environment: Monetization of Economy; Financial System; Financial Markets; Development of Financial Markets; The Nature and Role of Financial Institutions in the Economy.

Trade Environment: Liberalization and Globalization; Globalization of Indian industry; Import Policy; Export Policy; Major Highlights of the EXIM Policy; International Licensing; International Franchising; Home Trade; Issues in the Global Economic Environment.

Technological Environment: Defining Technology and Technology Transfer; Technology Selection; Technology Hazards; Environmental Liability and the Costs of Technological Advances.

The Legal and Ethical Environment of Business

Legal and Regulatory Environment: International Legal Perspective; Host Country Laws; Conflict Resolution, Dispute Settlement and Litigation; Regulatory Environment: Role of the Government; Purpose of Regulations.

Tax Environment: General Purposes of Taxation; Types of Taxation Policy; Features of an Ideal Tax System.

Ethical Environment: Definition of Ethics; Importance of Ethics in Business – Macro Perspective; Importance of Ethics in Business – Micro Perspective; Ethical Code.

**Business Contracts: Law Of Contracts:** Basic Requirements of a Contract - Legal Elements of a Valid Contract - Classification of Contracts/Agreements - Void Agreements - Valid Contracts and Limitations - Voidable Contracts - Remedies for breach of Contract – **Special Contracts** - Contracts of Agency - Contracts of Guarantee - Contracts of Indemnity - Letter of Credit Contracts - Employment Contracts - Special Rights in Contracts - Documentation of Commercial Contracts.

**Law Relating to Corporate Business Entities : Formation and Organization of Business:** Salient Features of a Company - Corporate Veil and Limitations- Types of companies - Incorporation of a Company- Doctrine of Ultra Virus- Doctrine of Indoor Management - Raising of Capital from Public - Share Capital - Dividend Payment - Transfer and Transmission- **Company Management and Winding Up:** Company Management - Legal Status of Director-Disqualifications for appointment as Director- Appointment of Directors - Duties and Liabilities of Directors - Company Meetings - Kinds of Meetings - Conducting Meetings - Reconstruction and Amalgamation - Changing Legal Entity on Mergers and Acquisitions- Types of Mergers- Amalgamation and Reconstruction of Non-Banking Companies- Amalgamation and Reconstruction of Banking Companies - Winding Up - Winding up by Courts- Voluntary Winding Up- Winding up Subject to the supervision of the Court- Dissolution of a Company.

**Direct Taxes : Classification of Taxes - Income Tax- Residential Status and Tax incidence-** Incomes that are Exempted - Income from

salaries - Income from House Property - Income from Profits and Gains from Business or Profession - Capital Gains- Income from Other Sources - Deductions from Gross Total Income - Wealth Tax .

**Indirect Taxes : Central Excise:** Chargeability of Duty- Valuation of Excise goods- Central Excise Procedures - Latest Amendments - **Customs Duty:** Valuation as per Customs Act - Dutiable Goods - Procedures for Import and Export of Goods - Current Developments- **Service Tax:** Chargeability - Valuation of Taxable Services- Service Tax Procedures - **Value Added Tax:** Liability under VAT - VAT Procedures- Current Developments .

## Module – II

### Marketing Management

**Understanding Marketing Management and Buyer Behavior**

**Marketing: The Development of a Concept:** Definition of Marketing; Evolution of Marketing; Marketing Dynamics; Significance of Marketing.

**Delivering Customer Values and Satisfaction:** Business Components; Customer Satisfaction; Concept of Value; Attracting and Retaining Customers; Customer Profitability; Relationship Marketing.

**Marketing Environment:** Competitive Forces; Macro Economic Factors; Indian Business Environment and MNCs in India.

**Marketing Budgets and Costs:** Marketing Cost Analysis; Customer Profitability Analysis; Budgeting for the Sales Force Department; Production and Efficiency.

**Understanding Consumer Buying Behavior:** Factors Influencing Consumer Buying Behavior; Buying Decisions; Buying Decision Process.

**Organizational Markets and Organizational Buying Behavior:** The Concept of Organizational Buying; Dimensions of Organizational Buying; Classification of Organizational Markets; Factors Influencing Organizational Buying; Participants in Organizational Buying; Procurement Process; Stages of Buying.

**Market Analysis and Marketing Strategies**

**Marketing Research, MkIS, and Demand Forecasting:** Meaning and Scope of Marketing Research; The Marketing Research Process; Meaning and Scope of Marketing Information System (MkIS); Demand Forecast and Measurement.

**Market Segmentation and Market Targeting:** Need for Segmenting Markets; Market Segmentation Levels; The Selection of Segmentation Variables; Effective Segmentation; Target Market Selection Process.

**Strategic Planning Process in Marketing:** Defining Strategic Market Planning; Corporate and Divisional Strategic Planning; Strategic Business Planning; Marketing Process; Marketing Plan.

**Marketing and Competitive Strategies:** The Concept of Competitive Advantage; Porter's Five Forces Model; Analysis of Competitors; Porter's Generic Competitive Strategies; Designing Competitive Strategies; Competitive Intelligence System; Total Quality Management.

**The Marketing Mix – I**

**Product and Product Lines:** Product Personality; Product Classification; Product Policy; Product Life Cycle.

**Product Differentiation and Positioning:** Product Differentiation; Service Differentiation; Personnel Differentiation; Channel Differentiation; Image Differentiation; Positioning.

**New Product Development:** Challenges in New Product Development; Organizing the Product Development Process; Stages of New Product Development.

**Branding and Packaging:** Brand as a Concept and its Significance; Types of Brands and their Challenges; Brand Equity; Brand Sponsorship; Brand Strategy Decision; New Developments in Brand Management; Packaging and its Importance in Marketing; Labeling.

**Pricing and Marketing:** Significance and Importance of Price to a Marketer; Price and Non-Price Competition; The Process of Setting Prices; Approaches to Price Adjustment; Effects of Price Changes.

**The Marketing Mix – II**

**Channels of Marketing:** Nature of Marketing Channels; Role of Marketing Channels; Functions of Marketing Channels; Designing Distribution Channels; Channel Management; Channel Dynamics; Multi-channel Marketing System; Channels and Conflicts.

**Logistics and Wholesaling:** Objectives of Market Logistics; Market Logistic Decisions; Functions of Warehousing; Strategic Issues in Managing Logistics; Growth of Wholesaling; Classification of Wholesalers; Market Decisions;

Changing Patterns in Wholesaling.

**Retailing:** Types of Retailers; Franchising; Strategic Issues in Retailing; Market Decisions; Global Trends in Retailing; Trends in Retailing in India.

**Communication Mix in Marketing:** Communication and Promotion Process; Types of Communication Channels; Promotional Tools; Developing a Communication Program; Marketing Communication Mix.

**Advertising, Sales Promotion and Public Relations:** Benefits of Advertising; Developing an Advertising Program; Advertising Agencies; Sales Promotion; Public Relations.

**Personal Selling and Sales Force Management:** Nature and Importance of Personal Selling; Types of Salespersons; Personal Selling Process; Improving Personal Selling Efforts; Sales Force Management.

**Additional Topics in Marketing Management**

**Developing and Managing Marketing Department and Organization:** Trends in Business Environment; Marketing Organization; Linkages with other Departments; Strategies for Organization-wide Marketing Orientation; Marketing Implementation; Evaluation and Control.

**Global Marketing Strategies:** Significance of Global Marketing; Selecting a Potential Market; The Impact of Environmental Forces on Global Marketing; Methods of Entering a New Market; Types of Marketing Organization; Developing Global Marketing Strategies.

**Direct and Online Marketing:** Nature and Scope of Direct Marketing; The Growth and Benefits of Direct Marketing;

Database Marketing; Forms of Direct Marketing; Direct Marketing in India; The Growth of Online Marketing; Advantages and Disadvantages of Online Marketing; Developing Online Marketing Strategies; Online Advertising; Opportunities and Challenges in Online Marketing.

**Marketing of Services:**

Growing Importance of Services in Marketing; Bases for Service Classification; Characteristics of Services; Developing Marketing Strategies for Services; Managing Service Differentiation; Managing Service Quality; Managing Productivity; Product Support Service Management.

**Marketing of Organizations, Individuals, Places, and Ideas:** Organization Marketing; Idea Marketing; Person Marketing; Place Marketing.

**Marketing Management:**

**Ethical and Social Dimensions:** Importance of Marketing Ethics; Social Impact of Marketing; Social Regulations in Marketing; Business Regulations in Marketing.

**Human Resource Management**

**Overview of Human Resource Management**

**Introduction to HRM:**

Definition and Concept of Human Resource Management; History of Human Resource Management; Functions of Human Resource Management; HR Policies and Procedures; Emerging Role of Human Resource Management; Role of HR Executives; Challenges to HR Professionals; Strategic Human Resource Management.

**Organizational Structure and HRM:**

Organizational Structure and Human Resource Management; Formal and

Informal Organizations; Tall and Flat Organizational Structures; Responsibility, Authority and Accountability; Line and Staff Functions; Human Resource Management and Other Organizational Functions.

**Employment of Human Resources**

**Human Resource Planning:**

Definition of Human Resource Planning; Objectives of Human Resource Planning; The Process of Human Resource Planning; Managing the Forecasted Demand/ Surplus; Growing Importance of Human Resource Planning.

**Job Analysis and Design:**

Concept of Job Analysis; Process of Job Analysis; Job Analysis Methods; Job Analysis Information; Job Description; Job Specification; Uses of Job Analysis; Issues in Job Analysis; Concept of Job Design; Modern Management Techniques.

**Recruitment:** Concept of Recruitment; Factors Affecting Recruitment; Recruitment Policy; Sources of Recruitment; Need for Flexible and Proactive Recruitment Policy; Evaluation of a Recruitment Program.

**Selection:** Concept of Selection; The Selection Process; Selection Method Standards; Application Forms; Selection Tests; Interviews; The Interview Process; Placement.

**Socialization:** Concept of Orientation; Objectives of Induction/Orientation; Role of Organizational Culture in Orientation; The Process of Socialization; Socialization Strategies; Socialization of Existing Employees.

**Management and Development of Human Resources**

**Managing Careers:** Concept of Career; Career Anchors; Elements of a Career Planning

Program; The Benefits of Career Planning to an Organization; The Benefits of Career Planning to an Individual; Issues in Career Planning; Career Development Cycle; Career Objectives and the Career Path; Model for Planned Self-Development; Succession Planning.

**Performance Appraisal:**

Concept of Performance Appraisal; Objectives of Performance Appraisal; The Appraisal Process; The Appraisers; Performance Appraisal Methods; The Appraisal Interview; Pitfalls in Performance Appraisal; Uses of Performance Appraisal; Ethics of Performance Appraisal.

**Employee Training and Management Development:**

Definition and Purpose of Training; Assessing Training Needs; Areas of Training; Employee Training Methods; Evaluation of the Training Program; Training and Development; Concept of Management Development; Management Development Methods; Evaluating a Management Development Program.

**Compensation Management:**

Definition and Objectives of Job Evaluation; Process of Job Evaluation; Techniques of Job Evaluation; Advantages of Job Evaluation; Limitations of Job Evaluation; Concept of Compensation Administration; Different Concepts of Wages; Basic Wage Plans; Variable Compensation; Executive Compensation; Wage Differentials; National Wage Policy; Theories and Surveys for Wage and Salary Administration; Wage Fixing Institutions and Authorities; Concept of Rewards; Types of Incentive Plans; Non-monetary Incentives; Guidelines for Effective Incentive Plans; Employee Benefits; Objectives of Employee Benefits.



**Occupational Safety and Health:** Causes of Safety and Health Problems at the Workplace; Provisions to Prevent Accidents in the Workplace; Safety and Health Programs in Organizations; Stress and its Consequences on Employee Performance; Challenges in the Service Sector.

### **Employee Relations**

**Grievance Handling:** Concept of Grievance; Causes of Grievance; Need for a Grievance Redressal Procedure; Effective Grievance Redressal; Steps in a Grievance Redressal Procedure; Grievance Redressal Procedure in Unionized Organizations.

**Disciplinary Action:** Definition and Concept of Discipline; Aims and Objectives of Discipline; Forms and Types of Discipline; Acts of Indiscipline or Misconduct; Principles of Maintaining Discipline; Disciplinary Procedure; Approaches to Discipline; Types of Disciplinary Action.

**Trade Unions:** Definition and Concept of Trade Unions; Characteristics of Trade Unions; Functions of Trade Unions; Types of Trade Unions; Methods Adopted by Trade Unions; Problems Faced by Trade Unions; Trade Unions and Globalization.

**Industrial Relations, Collective Bargaining and Workers' Participation in Management:** Definition and Concept of Industrial Relations; Approaches to Industrial Relations; The Different Roles in Industrial Relations; Objectives of Industrial Relations; Industrial Disputes Prevention Machinery; Concept of Collective Bargaining; Features of Collective Bargaining; Objectives of Collective Bargaining; The Collective Bargaining Process; Concept of Workers' Participation in

Management; Purpose of Workers' Participation.

**Quality of Work Life:** Definition and Concept of Quality of Work Life (QWL); Methods to Improve QWL; Benefits of QWL Programs; Effective Implementation of QWL Programs.

**Quality Circles:** Definition and Concept of Quality Circles; Objectives of Quality Circles; Development and Working of a Quality Circle; Problem-solving Techniques in Quality Circles; Solving Issues in Implementing Quality Circles.

## Accounting & Finance

**Introduction to Financial Statements:** Definition of Accounting – Objectives of Accounting – Accounting Information – Double Entry System of Financial Accounting – Generally Accepted Accounting Principles (GAAP), Conventions and Concepts – Financial Statements – Form and Contents of Financial Statements – Understanding Financial Statements – Qualitative Characteristics of Financial Statements – Users of Financial Statements.

**Conceptual Framework of Financial Accounting:** Conceptual Framework of Financial Accounting – Fundamental Accounting Equation – Symbols for Sources and Uses – Types of Accounts – Rules of Debit and Credit – Recording of Transactions in Journal – Ledger – Process of Posting and Balancing – Sub-journals or Subsidiary Books or Special Journals – Preparation of Trial Balance – Passing Adjustment Entries.

**Elements of Financial Statements:** Distinction between Capital and Revenue Expenditure – Elements of

Financial Statements – Manufacturing and Trading Account – Profit and Loss Account – Balance Sheet – Cash Flow Statement.

**Financial Statements of Companies:** Requirements Governing Financial Statements – Presentation of Profit and Loss Account – Profit and Loss Appropriation Account – Format of Corporate Balance Sheet – Treatment of Special Items.

**Introduction to Financial Statement Analysis:** Nature of Financial Statement Analysis – Need for Financial Statement Analysis – Importance of Financial Statement Analysis – Purpose of Financial Statement Analysis – Information Needs of Different Users of Financial Statements – Uses of Financial Statement Analysis – Sources of Financial Statement Analysis – Tools and Techniques of Financial Statement Analysis – Limitations of Financial Statement Analysis.

**Financial Ratio Analysis:** Importance of Ratio Analysis – Classification of Ratios; Valuation Ratios, Income Statement Ratios, Balance Sheet Ratios, Cash Flow Statement Ratios – Uses and Limitations of Financial Ratios.

**Basic Cost Terms and Concepts:** Introduction to Management Accounting- Types of Costs – Cost Units and Cost Centers – Characteristics of Cost Information – Costs for Financial Reporting Purposes – Cost Behavior and Cost Estimation – Statement of Cost or Cost Sheet.

**Cost Analysis and Decision-making:** Meaning of Managerial Decision, Relevant Cost and Irrelevant Cost – Costs for Decision-making – Marginal Costing and Differential Cost

Analysis – Make or Buy  
Decisions – Accept or Reject an Order/Foreign Orders or Exploring New Markets – Purchasing or Leasing – Sell or Further Process Decision – Product Mix Decision under Capacity Constraint – Closing Down of Factory or Segment-Marketing Decisions.

**Introduction to Financial**

**Management:** Nature and Objective of Financial Management – Role of the Finance Manager – Interface between Finance and Other Functions – Environment of Corporate Finance.

**Indian Financial System:**

Financial System – Financial Markets – Introduction to Capital Markets – Government Securities Market – International Capital Markets – Financial Institutions – Functions of Reserve Bank of India – Nature of Commercial Banks and Theory of Banking Operations – Financial Sector Reforms – Privatization – Classification of Non-Banking Financial Companies.

**Time Value of Money:**

Introduction to the Concept of Time Value – Process of Compounding – Process of Discounting – Future Value of a Single Flow – Future Value of Multiple Flows – Future Value of Annuity – Present Value of a Single Flow – Present Value of Uneven Multiple Flows – Present Value of Annuity.

**Sources of Long-Term Finance:**

Need for Long-Term Finance – Types of Capital – Types of Debentures – Issue of Securities.

**Working Capital Management:**

Introduction to Working Capital Management – Components of Current Assets and Current Liabilities – Objective of Working Capital

Management – Static and Dynamic view of Working Capital – Factors Affecting Composition of Working Capital – Interdependence among Components of Working Capital – Criteria for Evaluation of Working Capital Management – Important Working Capital Ratios.

**IT & Systems**

**Introduction to Information Technology and Systems**

**Computer Systems – An**

**Overview:** Evolution of Computer Systems; Generations of Computers; Organization of Computer Systems; Categories of Computers; Peripheral Devices; Overview of Hardware and Software.

**Operating Systems:** Managing System Resources; Operating System as a User Interface; Types of Operating Systems.

**Fundamentals of Information Systems**

Defining Information; Classification of Information; Presentation of Information; Benefits of Information; Quality of Information; Basics of Information Systems; Use of Information Systems in Business; Limitations of Information Systems; Information System Design

**Applications of Information Technology in Business**

**Personal Productivity**

**Software:** Word Processing Software; Spreadsheet Software; Presentation Graphics Software.

**Enterprise Collaboration**

**Systems:** Internet; Intranet; Extranet; Enterprise Collaboration Systems and Groupware; Types of Groupware.

**Management Information**

**Systems:** Information Systems for Business Operations;

Transaction Processing Systems; Functional Information Systems; Management Information Systems; Decision Support Systems; Executive Information Systems; Online Analytical Processing; Information Systems for Strategic Advantage.

**Software and Database Concepts, and Networks**

**Program Design and Programming Languages:**

Program Development Lifecycle; Program Design Tools; Generations of Programming Languages; Language Translators and Programming Languages; Object-Oriented Programming – An Overview.

**Database Management:**

Database System; Data Models; Database Management Approach; The Entity-Relationship Model; The Relational Database Model; Data Dictionary; Data Warehousing; Data Mining; Distributed Databases; Object-Oriented Databases; Object Relational Database System.

**Computer Networks:** Basics of Computer Networks; Classification of Networks; Peer-to-Peer and Client/Server Networks; Network Topologies; Network Infrastructure; Network Architectures and Protocols.

**Telecommunication Networks:**

The Telecommunication System; Telecommunications in Business; Scope of Telecommunication Networks; Telecommunication Network Components; Telecommunications Equipment for WAN; Network Convergence.

**Management of MIS**

**MIS – Planning and Design:**  
MIS Planning; MIS Design;  
Systems Approach to Problem  
Solving; Make or Buy Decisions.

**MIS – Implementation,  
Evaluation, and Maintenance:**  
Organizational Change and MIS  
Implementation; Planning the  
MIS Implementation; The MIS  
Implementation Process;  
Evaluation of MIS  
Implementation; Challenges in  
MIS Implementation; MIS  
Control and Maintenance.

**Information Resources  
Management and IT  
Governance:** Managing  
Information Resources and  
Technology; Information  
Technology and Organizational  
Needs; Information Security  
and Controls; Ethical and Social  
Dimensions of Information  
Technology; Disaster Recovery  
and Business Continuity  
Planning; IT Governance.

**Global IT Management:**  
Information Technology in  
Global Business; Global  
Management Information  
Systems; Challenges in Global  
Information Technology  
Management; Managing  
Information Technology in the  
Global Business Environment.

**MIS in Specialized Areas:** MIS  
in Government Organizations;  
MIS in Non-Profit  
Organizations; MIS in  
Managing Corporate  
Performance; MIS in Managing  
Projects; MIS in Online  
Marketplaces.

#### **Management of MIS**

**Basics of E-Business and  
Enterprise Application  
Integration:** Evolution of E-  
Business; Organizational  
Culture for E-Business; E-  
Business Models; Enterprise  
Application Integration.

**Supply Chain Management  
and E-Business:** Supply Chain  
Management: An Overview; E-

Supply Chain; Managing  
Relationships in the E-Supply  
Chain; Issues in E-Supply  
Chain Management; Future of  
the E-Supply Chain.

**Enterprise Resource Planning:**  
ERP: An Overview; Rationale  
for ERP; Enterprise Architecture  
Planning; Implementing ERP;  
Effect of ERP on the Company;  
Overview of ERP Modules; ERP  
Investments in the US; ERP  
Market – The Indian Scenario;  
ERP Implementation Problems;  
Emerging Trends in the ERP  
Industry; Future of ERP  
Applications.

**CRM and E-Business:** Defining  
CRM; Functions of CRM; The E-  
CRM Architecture; E-CRM  
Infrastructure Requirements;  
CRM for E-Customers;  
Challenges in Implementing E-  
CRM Projects.

### Project & Operations Management

#### **Project Management – An Overview**

**Introduction to Project  
Management:** Definition of  
Project; Project Characteristics;  
Project Parameters;  
Relationship between Project  
Parameters; Classification of  
Projects; Definition of a  
Program; Project Management;  
Project Management:  
Relationship with Other  
Management Disciplines;  
Relationship between Project  
Management and Line  
Management; Project  
Stakeholders; Organizational  
Influences; Socio-economic  
Influences; Environmental and  
Legal Influences; Project Phases  
and the Project Life Cycle.

**Project Idea Generation and  
Screening:** Generating Project  
Ideas; Creativity and Idea  
Generation; Scanning the  
Environment; Corporate  
Appraisal; Searching for New  
Project Ideas; Initial Screening;  
Project Rating Index; Sources of  
Positive Net Present Value.

**Market, Technical, and  
Environmental Analysis of  
Projects:** Market and Demand  
Analysis; Situational Analysis  
and Objectives Specification;  
Collection of Data; Market  
Survey; Market Description;  
Demand Forecasting;  
Uncertainties in Demand  
Forecasting; Market Planning;  
Technical Analysis;  
Environmental Analysis; Social  
Cost Benefit Analysis (SCBA).

**Financial Analysis of Projects:**  
Project Cost; Means of  
Financing the Project; Working  
Capital Requirements and  
Financing; Time Value of  
Money; Cost of Capital; Project  
Appraisal Criteria; Risk  
Analysis in Capital Investment  
Decisions.

**Project Selection:** Criteria for  
Project Selection Models;  
Project Selection Models;  
Analyzing the Uncertainty of a  
Project; Project Proposal.

**Project Planning and Control  
Management of Project Scope:**  
Project Initiation; Defining  
Project Deliverables; Scope  
Planning; Approval of POS;  
Project Definition Statement;  
Scope Verification; Scope  
Change Control.

**Identifying Project Activities:**  
Activity Definition; Work  
Breakdown Structure;  
Developing a WBS; Test for  
Completeness of  
Decomposition of Activities;  
Approaches to Defining  
Deliverables in the WBS;  
Representing the WBS.

**Activities: Sequencing,  
Estimating Duration, and  
Scheduling:** Fundamentals of  
Project Network Diagrams;  
Activity Sequencing; Activity  
Duration; Schedule  
Development; Techniques for  
Schedule Development;  
Schedule Control.

**Project Review:** Importance of  
Project Review; Types of Project  
Reviews; Project Review Stages;  
Project Status Review Meetings;  
Advantages of a Project Status  
Review Meeting; Types of  
Project Status Meetings.

**Project Control:** The Fundamentals of Project Control; The Objectives of Control; Reasons for Measuring Duration and Cost Deviations; Control as a Function of Management; Control Vs. Risk; Balancing the Control System; Control of Change and Scope Creep; Progress Reporting System; Types of Project Status Reports; Graphical Reporting Tools; Project Status Review Meetings; Managing Risk; Managing Quality.

**Project Implementation and Closing**

**Project Cost Management:** Process of Cost Management; Resource Planning; Cost Estimating; Cost Budgeting; Cost Control; Cost Overruns and their Implications.

**Project Risk Management:** Definition of Risk; Tolerance for Risk; Definition of Risk Management; Certainty, Risk, and Uncertainty; Risk Management Methodology; Insurance for Projects.

**Project Quality Management:** Definition of Quality; International Quality Standards; The Cost of Quality; Project Quality Management Concepts; Project Quality Control Tools; Process Capability; Acceptance Sampling; Quality Circles; Just-In-Time Management; Total Quality Management.

**Project Auditing:** Project Evaluation and its Purpose; Project Auditing; Construction and Use of the Audit Report; Responsibilities of the Auditor; The Project Audit Life Cycle; The Essentials of an Audit; Performance Measurement.

**Project Closing:** Closing a Project; Ways of Closing a Project; Reasons for Terminating an Unsuccessful Project; The Process of Closing a Project.

**Introduction to Operations Management**

**Operations Management and Operations Strategy:** Operations Management Decisions; Historical Evolution of Operations Management; Computers and Advanced Operations Technology; Operations Strategy as a Competitive Weapon; Elements of Operations Strategy; Developing an Operations Strategy; Financial and Economic Analysis in Operations.

**Forecasting Demand:** Forecasting in Operations; Forecasting Components; Demand Forecasting Process; Forecasting Methods; Selecting a Forecasting Method; Measures of Forecasting Accuracy; Monitoring and Controlling Forecasts.

**Allocating Resources to Strategic Alternatives:** Allocation Decisions in Operations Strategy; Linear Programming in Operations Management; Formulation of Linear Programming Problems; Solution of Linear Programming Problems; The Transportation Problem in Linear Programming.

**Design of Production Processes:** Process Planning and Design; Major Factors Affecting Process Design Decisions; Types of Process Designs; Process Planning Aids; Selecting the Type of Process Design.

**Design of Facilities and Operations Planning**

**Facility Location and Layout:** Importance of Location; Factors Affecting the Location Decisions; General Steps in Location Selection and Location Decision Process; Location Evaluation Methods; Facility Layout; Basic Layout Formats; Developing a Process Layout; Developing a Product Layout; Developing a Cellular Manufacturing Layout; Japanese Approaches and Trends in Manufacturing Layouts; Service Facility Layouts.

**Aggregate Planning and Capacity Planning:** Overview of Planning Activities; The Aggregate Planning Process; Strategies for Developing Aggregate Plans; Aggregate Planning Techniques; Master Production Schedule; Implementing Aggregate Plans and Master Schedules; Capacity Planning.

**Fundamentals of Inventory Control:** Purpose of Inventories; Inventory Costs; Inventory Systems; Economic Order Quantity Model; Inventory Classification Models.

**Purchase Management:** Importance of Purchasing; Organizing Purchasing; Responsibilities of a Purchasing Manager; Purchasing Process; Duties of Buyers; Make-or-Buy Analysis; Ethics in Buying.

**Materials Management:** Necessity of Materials Management; Functions of Materials Management; Materials Management Technology; Materials Management Techniques.

**Operations Control**

**Operations Scheduling:** Purpose of Scheduling; Scheduling Methods; Scheduling Activities; Scheduling by Type of Operations; Scheduling Personnel in Service Operations; Scheduling Techniques.

**Enterprise Resource Planning:** Evolution of ERP; Business Process Reengineering; Business Modeling for ERP; ERP Implementation; ERP and Competitive Advantage.

**Supply Chain Management:** Business Drivers in Supply Chain Management; Principles of Supply Chain Management; Forces Shaping Supply Chain Management; Supply Chain Management Framework; Customer Focus in Supply Chain Management; Electronic Supply Chain Management.

### **Just-In-Time (JIT)**

**Manufacturing System:** The Concept of the JIT System; Advantages of JIT Systems; Characteristics of JIT Systems.

### **Productivity and Quality**

**Management:** Productivity; The Strategic Role of Quality; Role of Inspection in Quality

## **ELECTIVES IN MARKETING**

### **Module – III**

#### **International Marketing**

#### **International Marketing Strategy**

#### **Entry Strategies in**

**International Markets:** Modes of Entry into International Markets; Timing of Entry into International Markets; Social Ties and Entry into International Markets

#### **Segmentation, Targeting, and**

**Positioning:** Global Market Segmentation; International Targeting; Global Product Positioning.

**Planning Process:** Role of Strategic Market Planning; Pricing Strategy; Distribution Strategy; Promotion Strategy; Product Life Cycle/Market Life Cycle; International Product Policy; Competition and International Marketing Strategies; Consumers; Government Actions; Production Resources; Controlling the Marketing Effort.

#### **International Marketing Mix Elements**

**Product Decisions:** Product Definition and Classification; Product Characteristics; Product Design; International Product Mix; Services; International Marketing of Services; Managing International Research and Development; Product Diffusion and Adoption; Product Adaptation; Product

Control; The Cost of Quality; Statistical Concepts in Quality Control; Acceptance Plans; Computers in Quality Control; Concept of TQM.

#### **Facilities and Maintenance**

**Management:** Facilities Management; Necessity of Maintenance Management;

Standardization; International Product Life Cycle; International Product Program.

#### **International Branding:**

Branding; Brand Origin and Selection; Private Brands; Global Brands; Single Brands Vs Multiple Brands; Global Brand Leadership; Brand Piracy.

#### **Pricing in International**

**Markets:** International Pricing Systems; Global Pricing Strategies; Environmental Influence on Pricing Decisions; Other Constraints on International Pricing; Global Pricing Alternatives.

#### **Marketing Channel and Place**

**Decisions:** Channel Objectives and Constraints; Channels in Less Developed Countries; Innovations in International Channels; Channel Structure; Channel Strategy for New Market Entry.

#### **Promotional Decisions:**

Promotional Mix; Advertising; Personal Selling; Sales Promotion; Publicity; Barriers to Promotion and Communication.

#### **Other Issues in International Marketing**

#### **International Marketing of**

**Services:** Characteristics of Services and their Implications for International Marketing; Challenges in Marketing Services Globally.

#### **Leading, Organizing and**

**Controlling:** Leadership; Organization; Patterns of

Types of Maintenance; Economics of Maintenance; Evaluation of Preventive Maintenance Policies; Maintenance Planning; Modern Approaches to Preventive Maintenance; Recent Trends in Maintenance.

International Organization Development; International Marketing Management Control.

#### **Marketing in the Internet**

**Environment:** Internet as an Effective Marketing Tool; Internet as a Creator of Loyalty; Brand Building on Internet; Online Communities - The Virtual Marketplaces of the Future; New Forms of Advertising.

#### **Ethics and Social**

**Responsibility:** Stakeholders' Expectations; Environmental Management and International Business; Dealing with Corruption and Bribery in International Business; Ethical Issues in International Marketing; Human Rights Violations in International Business; Internal Governance and International Business.

#### **Strategic Marketing Management**

#### **Introduction to Strategic Marketing**

#### **Strategic Marketing**

#### **Management – An**

**Introduction:** Marketing; Definition of Strategy; Evolution of Strategic Management; Strategic Marketing.

#### **Marketing Strategy and**

**Planning:** Deciding How to Compete; Market-Oriented; Business Strategy and Marketing; Marketing Situation Analysis; Designing Marketing Strategy; Marketing Planning and Marketing Plans.

**Marketing Audit and SWOT Analysis:** Marketing Audit; Evolution of Marketing Audit; Components of Marketing Audit; SWOT Analysis.

**Marketing Costs and Financial Analysis:** Analyzing Marketing Costs; Customer Profitability Analysis; Financial Situation Analysis; Productivity.

**Analysis of Marketing Situation**

**Market and Environmental Analysis:** The Nature and Structure of Marketing Environment; Environmental Scanning and Analysis; Evolution of Environmental Scanning; PEST Framework; Benefits of Environmental Scanning.

**Competitor Analysis:** Competitive Forces; Competitor Analysis; Information Gathering; Analyzing the Competition; Competitive Information System (CIS).

**Customer Analysis:** Buyer Behavior Model; The Buying Decision Process; Organizational Buying Behavior; Dimensions of Organizational Buying Behavior; Influence of the Product on Marketing Strategy; Relationship Marketing.

**Learning in Marketing Organization:** Learning Process about Markets; The Learning Organization; Sources of Information & its Analysis; Marketing Information System; Marketing Research Information; Computerized Information Systems.

**Formulating Marketing Strategy**

**Segmentation Markets:** Markets and Marketing Approaches; Market Segmentation; Niche Marketing; Bases for Segmentation; Multi-Attribute

Segmentation; Strategic Analysis of Market Segments.

**Targeting and Positioning Strategies:** Market Targeting Strategy; Deciding on Segments to Enter; Positioning; Choosing the Positioning Strategy.

**Planning for New Products:** New Product Development; Need for New Product Development; Risks in New Product Development; Reasons for Success of New Products; Reasons for Failure of New Products; Product Planning as a Customer Satisfaction Process; New Product Strategies; The New Product Development Process; Other Issues in New Product Development.

**Marketing Program Development**

**Product Branding and Customer Service Strategies:** Nature of Product; Developing Product Strategies; Managing Existing Products; Branding Strategy; Responsibility for Making Product Decisions; Product Quality Management; Total Quality Management; Customer Service Strategy.

**Pricing Strategy:** Role and Significance of Price; Approaches to Price Setting; Pricing Strategy; Methods of Pricing; Other Considerations in Pricing; Using Price as a Tactical Weapon.

**Promotion Strategy:** Promotion Strategy; Advertising Strategy; Sales Promotion Strategies; Public Relations; Direct Marketing.

**Sales Force Strategies:** Developing and Implementing Sales Force Strategy; Sales Channels; Designing the Sales Organization; Managing the Sales Force; Personal Selling.

**Distribution Strategy:** Strategic Issues in Distribution; Types of

Distribution Channels; Considerations in Distribution Channels; Distribution Intensity; Conflict and Control in Distribution Channels; Managing the Channel; International Channels.

**Implementing and Managing Marketing Strategy**

**Strategic Issues in Marketing:** Organizational Pressures; Corporate Sustainability; Problems in the Marketing Department; Problems in Obtaining Marketing Feedback; Problems in Information Handling; Issues Related to Marketing Cost; Marketing-Oriented; Planning Orientation; Organizational Issues.

**Designing an Effective Marketing Organization:** Considerations in Organization Design; Organizational Design Options; Selecting an Organization Design; Global Dimensions of Organizations.

**Marketing Strategy Implementation and Control:** Marketing Plan; Marketing Strategy Implementation; Strategic Evaluation and Control; Marketing Control.

### Services Marketing

**Introduction to Services Marketing**

**Understanding Services:** Factors Influencing the Growth of the Service Sector; Services Defined; Tangibility Spectrum; Characteristics of Services; Generic Differences Between Goods and Services; Classification of Services; Developing Frameworks for Analyzing Services; Myths about Services.

**The Nature of Services Marketing:** Evolution of Service Firms; A Different Approach for Marketing Services; The

Services Marketing Triangle;  
The Services Marketing Mix;  
Key Marketing Issues before a  
Service Organization;  
Marketing Planning for  
Services; New Avenues in  
Services Marketing.

### **The Customer Experience**

**Consumer Behavior:**  
Differences between  
Characteristics of Goods and  
Services; Consumer Decision-  
Making Process; External  
Factors Influencing Consumer  
Behavior; Implications for  
Service Providers.

**Customer Expectations and  
Perceptions:** Understanding  
Customer Requirements;  
Customer Expectations; Types  
of Service Expectations; Factors  
that Influence Customer  
Expectations of Service;  
Managing Customer Service  
Expectations; Exceeding  
Customer Service Expectations;  
Customer Perceptions; Factors  
That Influence Customer  
Perceptions; Strategies for  
Influencing Customer  
Perceptions.

**Listening to Customers:** Using  
Marketing Research in Services;  
Approaches to Services  
Research; Stages in Marketing  
Research; Use of Marketing  
Research Information; Upward  
Communication.

### **Strategic Issues in Services Marketing**

**Market Segmentation and  
Targeting:** Market  
Segmentation in Services; Bases  
for Market Segmentation;  
Requirements for Effective  
Segmentation; Process of  
Market Segmentation; Market  
Targeting in Services; Mass  
Customization.

**Positioning and  
Differentiation of Services:**  
Definition and Concept;  
Positioning Strategies; Value  
Chain in Services;  
Differentiation; Role of  
Positioning in Marketing

Strategy; Steps in Developing a  
Positioning Strategy.

**Managing Demand and  
Capacity:** Concept of Demand;  
Demand Patterns; Capacity  
Constraints – Strategies to  
Match Demand and Capacity;  
Creating a Demand Inventory;  
Yield Management.

### **Services and the Marketing Mix**

**The Marketing Mix Elements:**  
Marketing Mix in Traditional  
Marketing; Inadequacy of Four  
Ps; Expanded Marketing Mix.

**Product: Packaging the Service:**  
Service Product Level; Service  
Product Decisions; Branding in  
Services; Categories for New  
Service Development; New  
Service Development Process;  
Product Life Cycle.

**Pricing Services:** Key  
Characteristics of Pricing in  
Services; Pricing Objectives;  
Approaches to Pricing Services;  
Incorporating Perceived Value  
into Service Pricing; Value  
Strategies in Pricing of Services;  
Issues in Pricing of Services.

**Promotion and  
Communication of Services:**  
Importance of Communication  
and its Types; Communication  
Issues for Service Marketers;  
Objectives of Promotions;  
Elements of the Promotion Mix;  
Promotional Strategies for  
Services; How to Design a  
Specific Service Promotion?;  
Strategies for Effective  
Promotion.

**Place in Services:** Significance  
of Location; Channel Decisions;  
Direct Distribution; Types of  
Intermediaries for Service  
Delivery; Strategies for Effective  
Service Delivery through  
Intermediaries.

**People in Services:**  
Classification of Service  
Personnel; Problems Faced by  
Service Personnel; Types of  
Conflict in Service  
Organizations; People  
Strategies.

**Process in Services:**  
Characteristics of Service  
Process Design and  
Implementation; Types of  
Process; Planning a Service  
Process; Service Blueprinting;  
Factors Influencing Process  
Efficiency; Service Positioning  
through Structural Change.

**Physical Evidence:** Elements of  
Physical Evidence; Types of  
Physical Evidence; Significance  
of Physical Evidence.

### **Maximizing Services Marketing Potential**

**Relationship Marketing:**  
Relationship Marketing  
Defined; Benefits of  
Relationship Marketing;  
Relationship Marketing and  
Transactional Marketing; Six  
Markets Model; Strategy in  
Relationship Marketing  
Management; Retention  
Strategies; Recovery of  
Customers; Communication  
and Relationship Marketing.

**Internal Marketing:** Definition  
of Internal Marketing; The Role  
of Internal Marketing;  
Components of an Internal  
Marketing Program;  
Developing and Implementing  
an Internal Marketing Program.

### **Challenges for Senior Management**

**Developing and Managing the  
Customer-Service Function:**  
Customer-Service Definition;  
Improving Customer-Service;  
Technology to Improve  
Customer-Service; The  
Customer-Service Management  
Cycle; Offering Supplementary  
Services in Addition to Core  
Service; Enhancing Customer-  
Service through Improved  
Service Delivery Process; Steps  
to Implement an Effective  
Customer-Service Program

**Service Quality:** Definitions of  
Quality and its Significance;  
Measuring Service Quality;  
Service Quality Gap Model;  
Service Quality Standards;  
Benchmarking; Total Quality  
Management; Strategies for

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Improving Service Quality;  
Monitoring Service Quality.

**Globalization of Services:** The Growth in Global Service Markets; Factors Influencing Globalization; Overseas Market Entry Decisions; Assessing Globalization; Challenges in the Global Market; Factors Influencing Success of Global Service Firm; Prospects for the Global Marketing of Services.

### Sales & Distribution Management

#### The Sales Perspective

##### Introduction to Sales

**Management:** Evolution of the Sales Concept; Nature and Role of Selling; Image of Selling; Objectives of Sales Management; Integrating Sales and Marketing Management; Environmental Changes Affecting Sales Management; Entry of Women in Sales Management.

**The Sales Organization:** Role of a Sales Organization; Basis for Designing a Sales Organization; Types of Organizations; Types of Sales Force Structure; Sales Culture.

**Sales Functions and Policies:** Role of a Sales Manager; Responsibilities of a Sales Manager; Role of a Sales Executive; Responsibilities of a Sales Executive; Policies that Impact Sales Management.

**Personal Selling:** Buyer Seller Dyads; Types of Selling Jobs; Sales Force Objectives; Sales Force Strategies; Theories of Personal Selling; Approaches to Personal Selling; Personal Selling Process; Customer Related Issues in Personal Selling; Automation in Personal Selling.

#### Planning the Sales Effort

**Sales Planning:** The Importance of Sales Planning; Sales Manager as Planner and Administrator; The Sales Planning Process; Causes of Unsuccessful Sales Planning; Accuracy of Sales Planning.

**Sales Budgets:** Purpose of Sales Budgets; Benefits of Budgeting; Principles of Budgeting; Types of Budgets; Methods of Budgeting for Sales Force; Requirements for Successful Budgeting; Developing a Sales Budget; Precautions in Preparing Sales Budgets.

#### Estimating Market Potential and Forecasting Sales:

Importance of Assessing Market Potential; Need to Determine Market Potential; Analyzing Market Potential; Sources of Data; Importance and Uses of Sales Forecasts; Sales Forecasting Methods; Selecting a Forecasting Method; Criteria for Effective Forecasting; Difficulties Associated with Forecasting.

**Sales Quotas:** Purpose of Sales Quotas; Importance of Sales Quotas; Types of Sales Quotas; Characteristics of a Good Sales Quota; Methods of Setting Sales Quotas; Administering Sales Quotas; Limitations of Sales Quotas.

**Sales and Cost Analysis:** Sales Manager's Responsibility to Ensure Profits; Nature of Sales Control; Sales Analysis, Sales Audit; Marketing Cost Analysis; Marketing Audit; Profitability Analysis; Principles of Analysis.

#### Organizing and Directing the Sales Efforts

##### Hiring and Training Sales

**Personnel:** Recruitment and its Importance; Determining Specific Requirements of the Sales Personnel; Sales Personnel Selection Process; Importance of Sales Training; Types of Sales Training; Benefits of Sales Training; Sales Training Programs.

#### Time and Territory

**Management:** Time Management and its Importance; Territory Management and its Importance; Criteria for Territory Design; Methods of Designing Territories; Procedures for Developing Territories; Operating the Territory Management System.

#### Compensating Sales

**Personnel:** Objectives of Compensation Plans; Characteristics of Compensation Plans; Types of Compensation Plans; Designing Compensation Plans; Implementing Compensation Plans; Sales Contests; Sales Force Expenses; Fringe Benefits.

#### Motivating the Sales Force:

Concept of Motivation; Motivational Theories; Motivation and Productivity of the Sales Force; Effect of Personal Characteristics on Sales Force Motivation; Sales Motivational Mix; Motivating the Sales Personnel at Different Stages of their Career.

#### Leading the Sales Force:

Nature of Leadership; Characteristics of an Effective Leader; Leadership Styles of Sales Managers; Skills Essential for a Leader.

#### Evaluating Sales Force

**Performance:** Sales Force Performance; Determinants of Sales Force Performance; Performance Evaluation; Information Sources for Evaluation; Criteria for the Evaluation of Sales Force Performance; Establishing Performance Standards; Methods of Sales Force Evaluation; Monitoring and Reviewing Sales Force Performance.

#### Distribution Management

**Marketing Logistics:** Logistics and its Importance; Functions in Logistics Management; Importance of Communication



in Logistics; Technology in Logistics; Streamlining the Logistics Process; Strategic Issues in Logistics Management; Local and Global Challenges in Logistical Management.

**Marketing Channels:** Evolution of Marketing Channels; Channel Members and their Roles; Channel Functions; Designing Marketing Channels; Channel Flows and Costs.

#### **Channel Integration:**

Importance of Channel Integration; Vertical Marketing Systems; Types of Vertical Marketing Systems; Benefits and Costs of Vertical Marketing Systems; Horizontal Marketing Systems; Hybrid Channel Systems.

#### **Channel Management:**

Recruiting Channel Members; Criteria for Selecting Channel Partners; Motivating Channel Members; Evaluating Channel Members; Modifying Channel Arrangements; Managing Channel Relationships.

#### **Channel Control**

#### **Evaluating Channel**

**Performance:** Performance Measures in Marketing Channels; Models to Diagnose Channel Profitability; Appraisal of Channel Members' Contribution; Result of Channel Performance.

#### **Managing Channel Conflicts:**

Sources of Conflict; Types of Conflicts; Conflict Management Techniques; Channel Leadership.

#### **Channel Information Systems:**

Elements of Channel Information Systems; Impact of Information Systems on Channel Flow; Impact of Information Systems on Channel Relationships.

#### **Channel Institutions & Future Trends**

**Wholesaling:** Wholesaling and its Importance; Types of Wholesalers; Strategic Issues in Wholesaling; Trends Shaping Wholesale Distribution; Impact of Information Technology on Wholesaling; Challenges in Wholesaling.

**Retailing:** Retailing and its Importance; Evolution of Retailing; Classification of Retailers; Strategic Issues in Retailing.

### Advertising & Communication

#### **Marketing Communications: An Overview**

Marketing Communications; Marketing Communication Mix; Factors Affecting the Marketing Communication Mix; Marketing Communication Process.

#### **Consumer Buying Behavior**

Problem Recognition; Information Search; Alternative Evaluation; Purchase Decision; Post purchase Evaluation; Learning.

#### **Modelling for Marketing Communication**

Evolution of Communication Models; Models of Marketing Communication.

#### **Marketing Communication Planning Process**

Marketing & Marketing Communications; Marketing Communications Plan; Situational Analysis; Marketing Communication Objectives; Budget Planning; Developing a Marketing Communications Program; Evaluation and Control of Marketing Communication Programs.

#### **Marketing Communications Research**

Market Research Process; Marketing Communications Research; Advertising Research; Sales Promotion Research; Direct Marketing Research; Public Relations Research; Media Research.

#### **Advertising Objectives and Planning**

Advertising Plan; The Briefing Process; The Advertising Production Process.

#### **Creative Strategy**

Creative Strategy; Advertising Appeals; Creative Format; The Creation Stage; Copy Testing and Diagnosis.

#### **Media Planning**

Environmental Analysis; Media Objectives; Media Strategy; Implementation of Media Plan; Management Science and Media Planning Models.

#### **Other Issues in Advertising**

Comparative Advertisement; Corporate Advertising; Web Advertising; Organization of Advertising Function; The Advertising Agency; Types of Advertising Agencies; Agency Compensation.

#### **Mass Media Promotions**

Newspapers and Advertising; Magazines and Advertising; Radio and Advertising; Television and Advertising.

#### **Outdoor Advertising**

Outdoor Advertising; Types of Outdoor Media; Benefits of Outdoor Advertising.

#### **Sales Promotion Strategy**

Reasons Behind Growing Importance of Sales Promotions; Types of Sales Promotions; Objectives of Sales Promotions; Planning Sales Promotion Program; Measures to Improve Effectiveness of Sales Promotions.

#### **Personal Selling**

Personal Selling; Types of Personal Selling; Personal Selling Process; Pros and Cons of Personal Selling; Integration of Personal Selling with Other Elements of the Marketing Communication Mix; Performance Evaluation of Personal Selling Efforts.

#### **Public Relations**

Types of Public Relations; The Process of PR; Measurement and Evaluation of PR Effectiveness; Tools for Measuring PR Effectiveness;

Role of Public Relations in Crisis Management.

### **Direct Marketing**

Growth of Direct Marketing; Database and Direct Marketing; Direct Marketing Campaign Process; Direct Media; Advantages and Disadvantages of Direct Marketing.

### **Integrated Marketing Communications**

Definition of Integrated Marketing Communications; Drivers for Integrated Marketing Communications; Integration Process of Marketing Communications; Barriers to IMC; Ways for Successful Implementation of IMC.

### **Marketing Communications Budgeting**

Relationship between Communication Budget and Sales; Marketing Communication Budgeting Methods; Allocation of Communications Budgets; Communications Budgeting Process.

### **Measuring Promotional Performance**

Promotion in Perspective; Measuring Advertising Performance; Measuring Sales Promotion Performance; Measuring Public Relations Performance; Measuring Personal Selling Performance; Measuring Direct Marketing Performance.

### **Global Marketing Communications**

Emergence of International Marketing; International Marketing Environment; Standardization Vs Adaptation Development of an International Advertising Strategy; Other Promotional Elements in Global Marketing Communications.

### **Brand Management**

Brands and their Significance; Characteristics of Successful

Brands; Role of Brands; Branding Strategies; Brand Equity; Brand Loyalty; Brand Awareness; Perceived Quality; Brand Associations; Branding and Marketing Communications; International Branding Considerations; Brand Management During Recessions; Corporate Image and Brand Management .

### **Ethics in Marketing Communications**

Social Responsibility; Ethics in Advertising; Ethics in Sales Promotion; Ethics in Advertising Research; Ethics in Advertorials and Infomercials; Regulations; The Economic Effects of Advertising.

### **ELECTIVES IN HRM**

#### **Module – III**

#### **Strategic Human Resource Management**

#### **Introduction to Strategic Human Resource Management**

**Strategic Human Resource Management: An Overview:** Introduction to Strategic HRM; People as Strategic Assets; The Process of Strategic Management; Value Chain Analysis; Challenges for HRM.

**Importance of Aligning Human Resources with Strategy:** HR's Emerging Role in the Formulation and Implementation of Strategy; Models Integrating Strategy and HR; Economic Indicators of HRM.

#### **Strategic Human Resource Management – Implications for Organizations**

**Redesigning Work Systems:** Designing Work Systems; Redesigning Work Systems; Organizational Design; Organizational Design Processes; Factors Affecting Design Process; Organizational

Structure; Types of Organizational Structures; Emerging Issues in Organizational Design.

#### **Human Resource Forecasting:**

Human Resource Forecasts; Strategic Issues in Forecasting Human Resource Supply; Utilization of Supply Forecasting Techniques; Techniques for Forecasting the Demand for Human Resources; Strategic Issues in Demand Forecasting; Utilization of Demand Forecasting Techniques.

**Strategic Acquisition of Human Resources:** Strategic Recruitment; Strategic Staffing; Strategic Approaches on Staffing; Strategic Issues in Staffing.

#### **Strategic Implications on Training and Development:**

Overview of Training and Development; Strategic Issues in Training and Development; Use of Technology in Training; Future of Internet Based Training.

**Performance Management and Evaluation:** Strategic Dimension of Performance Appraisal; Moving from Performance Appraisal to Performance Management; Organizational Appraisal – Balanced Scorecard, Economic Value Added.

#### **Compensation and Strategic Human Resource**

**Management:** Objectives of Compensation System; Organizational Strategy, Goals and Compensation of Employees; Pay Elements; Compensating Individual Employees; Compensating Groups; Employee Motivation; Concept of Broadbanding; Moving from Participation to Ownership; Employee Stock Options (ESOPs); Pay for Performance.

**Strategic Challenges for Leadership:** Strategic Challenges for the HR Manager; Managing in the Global Environment; Managing Workforce Diversity; CEO Succession Planning; Leadership in Family-owned and Professionally-owned Businesses; Level 5 Leadership; Women CEO's; Managing Technological Innovation.

#### **Strategic Maintenance of Human Resources**

**Strategic Issues in Employee Safety, Health and Labor Relations:** Strategic Issues in Employee Safety and Health; Changing Nature of Industrial Relations; Changing Trends in Labor Management Relations; Labor-Management Cooperation; Strategies to Improve Industrial Relations.

**Career Management:** Importance of Career Management; Major Career Transitions; Types of Corporate Career Management.

**Employee Separation and Downsizing:** Concept of Employee Separation; Concept of Turnover; Downsizing Versus Outsourcing.

#### **Emerging Trends and Challenges for HR**

**Mergers and Acquisitions:** Strategic Management of Human Resources during Mergers and Acquisitions; Significance of Organizational Culture during Mergers; Role of HR Department and HR Professionals in Mergers; Avoiding Job Cuts during Mergers.

**Outsourcing:** Concept and Definition of Outsourcing; Reasons for Outsourcing; Criteria for Outsourcing; HR as an Outsourcing Practice; Types of HR Outsourcing; Outsourcing and HR Department; Making the Outsourcing Decision; Outsourcing in the Future;

Problems Associated with Outsourcing.

#### **Ethical Issues in Strategic Human Resource**

**Management:** Core Concepts in Ethics; Gender Differences; Ethics at Workplace; Ethical Issues in Labor-Management Relations; Manager-Shareholder Conflict of Interest.

### **Recruitment, Training & Development**

#### **Recruitment**

**Planning Staff Requirements:** Studying Immediate Needs; Drafting a Job Description; Drawing up an Employee Specification; Evaluating Future Needs.

**Seeking and Attracting Applicants:** Recruiting Internally or Externally; Assessing Sources of Recruitment; Making Choices; Planning Adverts; Designing Adverts; Monitoring Results.

**Screening Applicants:** Choosing a Screening Method; Selecting and Rejecting Applicants.

**Interviewing and Testing Candidates:** Making Plans; Starting an Interview; Questions and Answers; Concluding an Interview; General Aptitude Tests; Specific Aptitude Tests; Personality Tests; Group Tests.

**Making a Job Offer:** Offering a Job; Taking up References; Arranging Medical Examination; Accepting the Job; Rejecting Candidates.

#### **Training and Development**

**Training Strategy and Process:** Assumptions for Prevailing and Alternative Concepts of Training; Action through Training or Action through Force; Four Strategic Issues; Three Basic Phases; Modalities in Training; Three Phases in the

Training Process; The Learning Spiral for Participants; The Training Process for Participants' Organizations.

**Designing the Program:** Five Steps in Program Design; Outlining Program Sequences and Themes; Composing the Detailed Syllabus; Modular Approach to Program Design; Building in Flexibility; Monitoring and Improving Training during the Program; Training Schedules and Timetables.

**Training Methods:** Learning on Job; Nine Training Requirements; Methods; Training Methods Compared with Objectives; Learning Process and Facilities.

**Evaluation of Training:** Two Sets of Issues for Evaluation.

### **Performance Measurement & Reward System**

**Performance Management & Human Resource:** What is Performance Management; Process of Performance Management; Performance-managed Organization; Performance Management; The Managers' Concerns and Interests; Keys to High Performance.

**Conceptual Framework of Performance Management:** Performance Management System; Performance Management Theatre; Pillars of Performance Management Theatre; Planning Managee Performance and Development; Monitoring Managee Performance and Mentoring Managee Development.

**Planning Managee Performance & Development:** Basic Concepts: Need to Set Objectives; Organizational and Individual Performance Plans; Research Base for Performance Planning and Goal Setting.

**Components of Managee Performance & Development**

**Plan:** Role Description; Performance Standards; Assignments for Systems and Managee Development.

**Setting Mutual Expectations and Performance Criteria:** A Purposeful Exercise; Attributes of Useful Goal; Planning Dialogue; Customizing Plan for the Managee; Criteria for a Good Plan; Writing Performance Goals and Standards.

**Monitoring Managee Performance & Mentoring Managee Development:** Introduction; Research and Theory; Some Monitoring and Mentoring Behaviors of the Managers.

**Ongoing Performance Monitoring & Review:** Supervision; Monitoring and its Objectives; Process of Monitoring; Communication; Review Discussion; How do Periodic Reviews Work Better and Help; Problem Solving.

**Ongoing Mentoring & Managee Development:** Purposes of Managee Development; Process of Managee Development; Briscoe's Principles; Training; Delegating; To Coach or to Counsel; Mentoring; Engendering Trust; Making a Fresh Beginning; Role Efficacy.

**Stocktaking Performance:** Introduction; Stocktaking Performance; Process of Judgment Vs. Process of Analysis; Stocktaking Discussions; Delivering Efficient Feedback.

**Stocktaking Potential:** Introduction; Several Purposes; Tools for Stocktaking Potential; Manage Career Development Window; Evaluation Vs. Development Process; Assessment Center: Forced-Choice Rating Scale, 360-Degree Feedback.

**Appraising for Recognition & Reward:** Introduction; Pros and Cons of Appraising; Fears and Concerns; Some Causes of These Causes; Purposes of Appraising; Conducive Context for Appraising; Methods of Appraisal; Who Can Appraise; Appraisal System Design; Implementing the Appraisal System; Appraisals and HR Decisions.

**Building & Leading High Performance Teams:** What do Team-oriented Organizations Look Like; what is a Team; Developing Effective Teams; Leading High-performing Teams.

**Human Resource Planning and Audit**

**The Great Human Resource Turnaround:** Holistic Approach To Human Resource Help Ashok Leyland And Others To Turnaround; Human Resource Competencies Need To Be Business Driven; Making Human Resource Business Savvy; Paradigm Shift; Emerging Trends For Human Resource

**Basics Of Human Resource Planning:** Philosophy Of Human Resource Planning; Importance – Definitions – Needs – Objective – Scope And Benefits Of Human Resource Planning; The Factors Affecting Human Resource Planning; Human Resource Planning Tools.

**Return On Investment (Roi) In Hr Planning:** Return On Investment In Human Resource Planning; Working Paper On Return On Investment In Human Resource Planning; Measuring Return On Investment In Human Resource Data & Applications; Other Approaches In Measuring Effectiveness Of Human Resource Planning Program's.

**Corporate Mission And Vision Statements:** Important

Questions On Corporate Mission, Vision And Strategic Human Resource Planning; Understanding Mission And Vision Statements; Defining Mission And Vision Statements; Mission Statement Models; Theories Of Mission/Vision Statements; Conceptual Framework: Developing Mission And Vision Statements In Strategic Planning; India Inc: Mission And Vision Statements; Fortune 500 Companies: Mission And Vision Statements; Developing Vision Statements And Business Success; Evaluation Of Mission Statements; Pantaloon Retail (India) Ltd: Case Study In Mission And Vision Statements; Mahindra And Mahindra Limited: Case Study On Impact Of Mission And Vision Statement; Writing Mission And Vision Statements.

**Strategic Human Resource Planning:** From Human Recourse Planning To Strategic Human Resource Planning; A Strategic Human Resource Planning Model; Other Models Of Strategic Human Resource Planning.

**Strategic Manpower Planning:** Basics Of Strategic Manpower Planning; Strategic Manpower Planning Faces Four Basic Issues In Reality Check; Models Of Manpower Planning; Manpower Forecasting; Approaches And Methods For Developing Manpower Forecasting; Case Studies In Manpower Planning.

**Strategic Planning:** Defining, Concepts And Components In Strategic Planning; Models Of Strategic Planning; Implementing Strategic Planning: Strategic Planning In Action: Dabbawals.

**Strategic Planning In Core Areas Of Human Resource:** Essence Of Strategic Planning In Human Resource; Basics Knowledge Of Strategic Planning In Recruitment And

Selection; Steps In Planning Strategic Recruitment And Selection Process; Strategic Planning In Training And Development; Strategic Planning In Leadership Development; Strategic Planning In Team Building; Strategic Planning In Preparing Standard Operating Procedure (Sop) In Compensation And Benefits 360-Degree Performance Appraisal System And Its Linkage To Compensation In A Public Sector Undertaking (PSU); Strategic Planning In Industrial Relations; Strategic Planning In Action In Industrial Relations: Story Of Pushpa And Anand; Strategic Planning In Management Sexua; Harassment At Workplace.

**Strategic Succession Planning:** Basics Of Succession Planning; Traditional And Strategic Succession Planning; Strategic Succession Planning At Icici Bank; Models Of Succession Planning; Succession Planning: Important Questions; Strategic Succession Planning At Ranbaxy Laboratories.

**Human Resource Audit:** Basics Of Human Resource Audit; Essential Steps In Human Resource Audit; A Four Steps Approach In Human Resource Audit As An Improvement Tool; Approaches To Human Resource Audit; Balanced Scorecard; Comprehensive Human Resource Audit; Audit Of Business Strategy; Audit Of Business Goals And Assumptions; Audit Of Employee Turnover; Audit Of Labour Laws Compliance; Workplace Compliance: Audit Of Safety Provisions Under The Factories Act, 1948:

**Audit Of Human Resource Competencies, Strategies, Systems, Structures And Functional Roles Of Human Resource:** Audit Of Human Resource Competencies; Audit Of Human Resource Strategies; Audit Of Human Resource Systems; Audit Of Human Resource Structures; Interview Areas, Dimensions And

Questions For Audit Of Human Resource Development Systems; Audit Of Functional Roles Of Human Resource.

**Writing Human Resource Audit Report:** Essentials Of Human Resource Audit Report; Human Resource Audit Checklist; Human Resource Audit Questionnaire.

### Organizational Development

**The Field of Organization Development:** Overview of the Field of Organization Development; A Preview of the Major Themes of the Book; Illustration 1: Problems in a Business Firm; Illustration 2: From "Muddling Through" to Making Millions; Illustration 3: Taking on Global Challenges with the Help of OD;

**Definitions and Historical Overview of Organization Development:** A History of Organization Development; The Laboratory Training Stem; The Survey Research and Feedback Stem; The Action Research Stem; The Sociotechnical and Socioclinical Stem; Second Generation OD; Extent of Application;

**Values, Assumptions, and Beliefs in OD:** Early Statements of OD Values and Assumptions; Implications of OD Values and Assumptions; A Values Study; Illustration of OD Values in an Indian Pharmaceutical Organization; Octaspace Situations in Sales/Marketing Function;

**Foundations of Organization Development:** Models and Theories of Planned Change; Systems Theory; Participation and Empowerment; Teams and Teamwork; Parallel Learning Structures; A Normative-Reductive Strategy of Changing; Applied Behavioral Science; Action Research;

**Managing the OD Process:** Diagnosis; The Action Component: OD Interventions;

The Program Management Component;

**Action Research and Organization Development:** Action Research: A Process and Approach; Examples of Action Research in Organization Development; Indian Case Study; Genesis of OD in the Company; The OD Process: A Diagnostic Study;

**An Overview of OD Interventions:** Classifying OD Interventions; Thinking about OD Interventions; **Team Interventions:** Teams and Work Groups; Strategic Units of Organization; Broad Team-Building Interventions; The Formal Group Diagnostic Meeting; The Formal Group Team-Building Meeting; Process Consultation Interventions; A Gestalt Approach to Team Building; Techniques and Exercises Used in Team Building; Selected Examples;

**Intergroup and Third Party Peacemaking Interventions:** Intergroup Team-Building Interventions; Third-Party Peacemaking Interventions; Organization Mirror Interventions; Partnering

**Comprehensive OD Interventions:** "Getting the Whole System in the Room"; Search Conferences and Future Search Conferences; Beckhard's Confrontation Meeting; Strategic Management Activities; Real Time Strategic Change; Stream Analysis; Survey Feedback; Grid Organization Development; Schein's Cultural Analysis; Large-Scale Change and High-Performance Systems; Tran organizational Development

**Structural Interventions and the Applicability of OD:** Sociotechnical Systems; Self-Managed Teams: Problems in Implementation; Work Redesign; MBO and Appraisal; Quality Circles; Quality of Work Life Projects; Parallel Learning Structures; Physical Settings and OD; Total Quality Management; The Self-Design

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Strategy; High-Involvement and High-Performance Work Systems; Large-Scale Systems Change and Organizational Transformation; Summary of the Characteristics of Selected Structural Interventions.

**Training Experiences:** T-Groups; Sensitivity Training in India; Comparative Analysis between Western Perspective and Indian Perspective; New Trends of Sensitivity Training Applied in Organizations (Parikh and Jayavelu, 2002); Behavioral Modeling; Life and Career Planning; Coaching and Mentoring; Instrumented Training; Role Efficiency Lab (REL)

**Issues in Consultant-Client Relationships:** Entry and Contracting; Defining the Client System; The Trust Issue; The Nature of the Consultant's Expertise; Diagnosis and Appropriate Interventions; Depth of Intervention; On Being Absorbed by the Culture; The Consultant as a Model; The Consultant Team as a Microcosm; Action Research and the OD Process; The Dependency Issue and Terminating the Relationship; Ethical Standards in OD; Implications of OD for the Client; The Role of the Human Resource Specialist in Organizational Development Activities

**Power, Politics, and Organization Development:** Power Defined and Explored; Theories about the Sources of Social Power; Organizational Politics Defined and Explored; Framework for Analyzing Power and Politics; The Role of Power and Politics in the Practice of OD; Planned Change, Power, and Politics.

**The Future and Organization Development:** The Changing Environment; Fundamental Strengths of OD; OD's Future;

## ELECTIVES IN FINANCE

### Module – III

#### Strategic Financial Management

Strategic Financial Management: An Overview – Firm's Environment, Governance and Strategy – Performance Plans and Types of Executive Compensation – Valuing Real Assets – Allocating Capital and Corporate Strategy – Ratio Comparison Approach – The Competitive Analysis Approach – Real Options – Strategic Determinants of Capital Structure – Dividend Policy – Bonus Issues, Stock Splits and Reverse Stock Split – Share Repurchase – Information Asymmetry and the Markets for Corporate Securities – Managerial Incentives – Decision Support Models – Financial Statement Analysis – Du Pont Analysis – Comparative Analysis – Financial Distress and Restructuring – Working Capital Management – Strategic Cost Management – Value Chain Analysis – Activity Based Costing – Target Costing – Quality Costing – Inflation Accounting – Corporate Risk Management – Organization Architecture, Risk Management, and Security Design – The Practice of Hedging – Enterprise Risk Management.

#### International Finance

Introduction to International Finance – Theories of International Trade – International Trade Finance in India – Balance of Payments – International Monetary System – The Foreign Exchange Market

– Exchange Rate Determination  
– Exchange Rate Forecasting – Introduction to Exchange Risk – Management of Exchange Risk – International Project Appraisal – International Financial Markets and Instruments – Resource Mobilization – The Decision Criteria – Equity Instruments – Debt Instruments – Euro Credit Syndication – Strategic Considerations – International Equity Investments – Short-term Financial Management – International Accounting and Taxation – International Financial Reporting Standards (IFRSs) – Trade Blocks – Trade, Aid and Development – Foreign Trade Policy – Trade Regulations Governing Imports/Exports – Documentary Credits – Export Finance and Exchange Control Regulations Governing Exports – Import Finance and Exchange Regulations Relating to Import Finance.

#### Investment Management

Investment Scenario – Risk and Return – Security Market Lines and its Applications – Equity Markets and their Structures – Listing of Securities – Trading Procedure – Clearing and Settlement Procedure – Efficient Market Hypothesis – Equity Valuation Models – Bond Valuation – Fundamental Analysis – Economic Forecasting Methods – Industry Analysis – Business Cycle Analysis – Structural Analysis – Company Analysis – Technical Analysis – Derivative Markets – Regulations of Financial Markets – Capital Market Expectations – Arbitrage

Pricing Theory – Portfolio Analysis – Optimal Portfolio Selection – Other Portfolio Selection Models – Practical Problems in Portfolio Revision – Selection and Revision of Equity Portfolios – Measuring and Evaluating Portfolio Performance – Equity Portfolio Management – Fixed Income Portfolio Management – Portfolio Management Using Futures – Portfolio Management Using Options – The Concept and Role of Mutual Funds – Fund Structure and Constituents – Legal and Regulatory Environment – Offer Document – Fund Distribution and Sales Practices – Measuring and Evaluating Mutual Fund Performance.

### Wealth Management

Introduction to Wealth Management – Understanding the Wealth Management Process – Private Banking – Client Profiling – Financial Planning – Investment and Investment Products – Risk Analysis of Investment Products – Alternate Investment Options – Asset Allocation – Mutual Funds – Portfolio Management Options and Performance Measurement of Portfolios – Performance Evaluation of the Portfolio Manager – Marketing of Financial Products – Relationship Marketing – Behavioral Skills for Wealth Management – Understanding Investor Psychology – Client Objection Handling – Financial Scams and Frauds – Investor Awareness – Regulation.

### Investment Banking & Financial Services

**Investment Banking, Financial Systems and Financial Markets:** *Investment Banking Industry:* The Meaning of Investment Banking – The Coverage and Structure of the Investment Banking Industry – Investment Banking Industry

Abroad – *Financial Systems and Financial Markets:* Functions of the Financial System – Constituents of the Financial System – Need for Various Financial Markets – Role of Financial Assets and Financial Intermediaries in the Financial System.

**Credit Markets:** Need for Credit – Lending Rates in the Credit Market – Indian Credit Market.

**Money Markets:** *Introduction to Money Markets:* The Role of Money Market in the Financial System – The Money Market Instruments and Features – Risk Exposure in Money Market Instruments – Monetary Policy on Money Markets – Regulatory Framework in the Indian Money Market – Recent Developments in the Monetary and Credit Policy – *Call Money:* Features of Call Market – Developments in Indian Call Markets – Movements of Call Rates – Role of Reserve Bank of India – Call Markets in Other Countries – *Treasury Bills:* Features of Treasury Bills – Types of Treasury Bills – Issuing Procedure of Treasury Bills – Primary Market and Settlement Procedures – Treasury Bills in International Markets – *Commercial Paper (CP):* Features of Commercial Paper – Issuing Procedure – Evolution and Development of Commercial Paper Market – Commercial Papers in International Markets – Innovations of Commercial Paper – *Certificates of Deposit (CDs):* Features of CDs – Purpose of Issue – The Issuing Procedure – Process of Redemption – CDs in Other Countries – *Bill Financing:* Concept and Features of Bills of Exchange – Classification of

Bills – Discounting of Bills – Commercial Bill Financing – Bill Markets in India.

**Debt Markets:** *Gilt-edged Securities Market:* Features of Government Securities – Primary Market – Payment of Interest and Redemption – Trends in the Government Securities Market – Role of RBI – *Repurchase Agreements (REPOs):* Repo Market – Issue Procedures – Secondary Market – *Public Deposits:* Regulatory Framework Governing Acceptance of Public Deposits – Public Deposits – Marketing of Deposits – *Financial Guarantees:* Guarantee – Sources of Guarantees – Specialized Public Guarantee Institutions.

**Capital Markets:** *An Overview of Capital Markets:* Trends in the Capital Markets – Returns in Primary Markets – Trends in Secondary Markets – *Regulation of the Capital Market:* Historical Perspective – Securities and Exchange Board of India – Regulatory Framework – Self-Regulation of the Markets – International Organization of Securities Commissions.

**Investment Banking:** *An Overview of Investment Banking:* What is Investment Banking? – Scope of Investment Banking – Evolution of Investment Banking in India – Current State of Investment Banking in India – *Management of Public Issues, Initial Public Offerings and Pricing of Various Instruments:* Reasons for Going Public – Management of Public Issues and Initial Public Offerings – Marketing of the Issues – Post-issue Activities – Innovations in Financial Instruments – *Rights Issues, Bonus Issues, Private Placements and Bought-out Deals:*

Regulatory Framework for Rights Issues – Regulatory Framework for Bonus Issues – Private Placements and Bought-out Deals.

**International Markets:**

*International Market Instruments:* Types of Instruments in International Markets – Players in International Markets – India's Presence in International Markets – Eurodollar Market – Forex Finance – *Non-Resident Indians (NRIs):* The Meaning of Non-Resident Indians – How to Open NRI Accounts – Types of NRI Accounts – *Foreign Institutional Investors (FIIs):* Investments by Foreign Institutions – Foreign Direct Investments and their Categories – The Approval Process for Foreign Direct Investments in India.

**Credit Rating:** Concept of Credit Rating – Types of Credit Rating – Indian Credit Rating Agencies – International Credit Rating Agencies.

**Evolution of Financial Services:** Leasing – Hire Purchase Services – Consumer Finance and Installment Credit – Portfolio Management Schemes – Credit Rating – Capital Issue Management – Plantation Schemes.

**An Introduction to Equipment Leasing:** Concept and Classification – Finance Lease and Operating Lease – Advantages of Leasing.

**Leasing in Indian Context:** The Profile of the Equipment Leasing Industry in India – Legal Aspects – Tax Aspects – Accounting Aspects – Funding Aspects – Intercorporate Deposits and Commercial Paper – Innovative Sources of Financing – Securitization of Lease Receivables.

**Legal Aspects of Leasing:** Legislative Framework – Anatomy of Lease Agreement – Legal Issues.

**Tax Aspects of Leasing:** Income Tax Aspects – Depreciation Allowance – Treatment for Rental Income – Leasing and Tax Planning – Sales Tax Aspects.

**Lease Evaluation: The Lessee's Angle:** Financial Evaluation Models – Suggested Framework for Lease Evaluation – Concept and Application of Breakeven Lease Rentals – Evaluation of Lessor.

**Lease Evaluation: The Lessor's Angle:** Breakeven Rental for the Lessor – Negotiating Lease Rentals – Concepts of Gross Yield and Add-on Yield – Gross Yield Based Pricing – Internal Rate of Return of a Lease – Assessment of Lease Related Risks – Assessment of Default Risk.

**Lease Accounting and Reporting:** Current Accounting and Reporting Practices – The Form vs. Substance Debate Connected with Lease Accounting – Guidelines Laid Down by the International Accounting Standards Committee for Lease Accounting in the Books of the Lessee and the Lessor – Salient Aspects of the Guidance Note Issued by the Institute of Chartered Accountants of India (ICAI) on Lease Accounting – Reaction of the Leasing Industry to Introduction of Accounting Standards for Lease Accounting.

**Hire Purchase:** Concept and Characteristics and of Hire Purchase – Mathematics of Hire Purchase – Legal Aspects – Tax Aspects – Accounting Aspects – Framework for Financial Evaluation.

**Consumer Credit:** Features of a Consumer Credit Transaction – Mathematics of Consumer Credit – Legal Framework –

Consumer Credit Portfolio Management.

**Factoring and Forfeiting:** Concept of Factoring – Forms of Factoring – Factoring vis-a'-vis Bills Discounting – Factoring vis-a'-vis Credit Insurance – Factoring vis-a'-vis Forfeiting – Functions of Factor – Legal Aspects of Factoring – Benefits of Factoring – Factoring in Indian Context – Introduction to Forfeiting.

**Securitization:** Meaning of Securitization – Process of Securitization – Benefits of Securitization – Securitization of Residential Real Estate – Pay-through Securities – Hindrances of Securitization in India.

**Mortgages and Mortgage Instruments:** Mortgages – Traditional Mortgages – Non-traditional Mortgages.

**Real Estate Financing: Risk and Return:** Real Estate Transaction – Classification of Real Estate – Distinction between Real Estate and Other Assets – Real Estate as an Investment Vehicle – Sources of Real Estate Financing – Forms of Real Estate Investment – Risk-Return Profiles of Real Estate Investments – Indian Scenario.

**Housing Finance in India:** Role of National Housing Bank (NHB) – Refinancing and Regulation by NHB – Procedure for Disbursement of Loan by Housing Finance Companies – Housing Finance Schemes of HDFC and LIC Housing.

**Plastic Money:** Parties to Plastic Money – Features of Plastic Money – Product Augmentation – Credit Card Business in India: The Emerging Scenario – RBI Guidelines for Issue and Management of Credit Cards.

**Sources of Finance and Regulatory Environment of Financial Services:** Importance of Fixed Deposits – Various



Rules and Regulations Concerning Mobilization of Deposits – Income Recognition Norms for NBFCs – Provisioning for Loans and Advances – Provisioning for Lease and Hire Purchase Assets – Capital Adequacy of NBFCs.

**Venture Capital:** Concept of Venture Capital – History and Evolution of Venture Capital – Indian Venture Capital Industry – The Venture Investment Process – Investment Objectives of Indian Venture Capital Firms – Stages in Company Financing – The Venture Investment Process.

## ELECTIVES IN OPERATIONS MANAGEMENT

### Module – III

#### Quality and Productivity Management

## PRINCIPLES AND PRACTICES

### Quality Management

#### Approach and Philosophy

Basic Approach; Gurus of Total Quality Management (TQM); TQM Framework; Awareness; Defining Quality; Historical Review; Obstacles; Benefits of TQM.

#### Leadership for Quality

Definition; Characteristics of Quality Leaders; Leadership Concepts; The Deming Philosophy; Role of TQM Leaders.

#### Strategic Planning

Goals and Objectives; Steps in Strategic Planning; Annual Quality Improvement Program.

#### Implementation

Management Commitment; Quality Council; Quality Statements; Communications.

#### Enhancing Customer Value through Quality Management

Who is the Customer; Customer Perception of Quality; Feedback; Using Customer Complaints; Service Quality; Translating Needs into

Requirements; Customer Retention.

#### Employee Involvement

Motivation; Employee Surveys; Empowerment; Teams and Team Work; Suggestion Systems; Recognition and Reward; Gainsharing; Performance Appraisal; Benefits of Employee Involvement.

#### Continuous Process Improvement

Process; The Juran Trilogy; Improvement Strategies; Types of Problems; The PDSA Cycle; Problem-Solving Method; Kaizen; Reengineering; Six-Sigma.

#### JIT

Just-in-Time Manufacturing.

#### Performance Measures

Basic Concepts; Performance Measures; Quality Costs.

#### Quality Management and Ethics

Definition; The Root Causes of Unethical Behavior; Ethics Management Program.

## TOOLS AND TECHNIQUES

#### Benchmarking

Definition; Reasons to Benchmark; Benchmarking Process; Criticisms of Benchmarking.

#### ISO Standards and Quality Management

Benefits of ISO Certification; ISO Standards: ISO 9000 Series and ISO 14000 Series.

#### Quality Function Deployment (QFD)

The QFD Team; Benefits of QFD; The Voice of the Customer; Organization of Information; House of Quality; Building a House of Quality; QFD Process.

#### Total Productive Maintenance

Relationship between Quality and Productivity; Total Productive Maintenance: Planning and Implementation.

#### Management Tools for Quality Improvement

Force-Field Analysis; Nominal Group Technique; Affinity Diagram; Interrelationship

Digraph; Tree Diagram; Matrix Diagram; Prioritization Matrices; Process Decision Program Chart; Activity Network Diagram.

#### Statistical Process Control

Pareto Diagram; Process Flow Diagram; Cause-and-Effect Diagram; Check Sheets; Histogram; Introduction to Control Charts; State of Control; Out-of-Control Process; Process Capability; Control Charts for Variables; Control Charts for Attributes; Scatter Diagrams.

## Supply Chain Management

### Supply Chain Management: An Overview

Definition of Supply Chain; Components of a Supply Chain; The Concept of Supply Chain Management (SCM); Supply Chain Management: Schools of Thought; Supply Chain Management Processes; Factors Driving the Evolution of SCM; Objectives of SCM.

### Supply Chain Integration

Nature of Supply Chain Integration; Factors Driving Supply Chain Integration; Role of Organizational and Channel Support for Supply Chain Management; Elements of Supply Chain Strategy; Framework for Supply Chain Integration; Benefits of Supply Chain Integration; Barriers to Supply Chain Integration.

### Demand Forecasting in a Supply Chain

Forecast Components; Forecasting Approaches; Steps Involved in Demand Forecasting Process; Forecasting Techniques; Measures of Forecast Error.

### Managing Demand and Supply in a Supply Chain

Aggregate Planning and its Role in a Supply Chain; Aggregate Planning Process; Managing Predictable Variability in a Supply Chain.

### Facility Network Design

Factors Influencing Facility Network Design Decisions;

Facility Network Design  
Decision Process; Models for  
Facility Network Design and  
Capacity Allocation.

#### **Purchasing and Supply Chain Management**

Activities of the Purchasing  
Department; Evolution of the  
Purchasing Function; Selecting  
and Managing Suppliers; JIT  
Purchasing.

#### **Manufacturing in a Supply Chain Context**

Intrafirm Production; Interfirm  
Production; Supply Chain  
Production.

#### **Inventory Management**

Role of Inventory in a Supply  
Chain; Inventory Related  
Definitions; Cost of Carrying  
Inventory; Basic Inventory  
Management Decisions;  
Inventory Decisions in a Supply  
Chain.

#### **Managing Transportation in a Supply Chain**

Role of Transportation in a  
Supply Chain; Participants in  
Transportation Decisions; Costs  
that Influence Transportation  
Decisions; Modes of Transport;  
Transportation Network  
Design; Trade-offs in  
Transportation Network Design  
Decisions; Transportation  
Analysis Decisions.

#### **Warehousing**

Functions of Warehousing;  
Warehousing Activities;  
Warehousing Alternatives;  
Factors to be Considered in  
Warehousing Strategy;  
Planning Warehouse; Managing  
a Warehouse.

#### **Returns Management**

Reverse Logistics; Need for  
Returns Management; Returns  
Management Processes;  
Disposition Options;  
Challenges in Returns  
Management; Use of  
Information Technology in  
Returns Management.

#### **Customer Service in a Supply Chain**

Elements of Customer

Service; Approaches to  
Develop a Customer Service  
Strategy; Customer Service as a  
Performance Outcome to Create  
Differential Advantage;  
Impediments to Implementing  
an Effective Customer Service  
Strategy; Use of Technology in  
Customer Service.

#### **Order Fulfillment**

The Order Fulfillment Process;  
E-Fulfillment vs. Traditional  
Order Fulfillment; Responsive  
Order Fulfillment; Order  
Fulfillment Systems.

#### **Cooperation and Coordination in a Supply Chain**

Bullwhip Effect; Partnering in  
Supply Chain Management;  
Obstacles in Supply Chain  
Coordination; Managerial  
Leverage to Achieve  
Coordination; Designing  
Effective Supply Chain  
Partnerships that Help Build  
Cooperation and Trust.

#### **Role of Outsourcing in a Supply Chain**

Outsourcing; Reasons for  
Outsourcing; Deciding What to  
Outsource; The Outsourcing  
Process; Issues in Outsourcing;  
Areas of Outsourcing;  
Advantages and Disadvantages  
of Outsourcing; Outsourcing  
Practices.

#### **Measuring Supply Chain Performance**

Supply Chain Performance  
Measurement; Framework for  
Developing Supply Chain  
Metrics; Performance Metrics  
and Measures; Requirements  
for Designing an Ideal SCPM  
System; Approaches to SCPM;  
Setting Performance Targets.

#### **Information Technology in a Supply Chain**

Value of Information Flow in a  
Supply Chain; Use of  
Information in a Supply Chain;  
Changing Role of Information  
Technology in a Supply Chain;  
IT Solutions for SCM; Supply  
Chain Management Software;

Process of Implementing an IT  
Enabled SCM System.

#### **E-Business and the Supply Chain**

Impact of the Internet on  
Supply Chain; Impact of E-  
Business on the Supply Chain;  
Types of E-Business  
Applications; Implementing the  
E-Business Proposition.

#### **Financial Flow in a Supply Chain**

Components of Financial  
Flow in a Supply Chain;  
Automating Financial Flow in a  
Supply Chain; Integrating  
Material and Financial Flows in  
a Supply Chain.

#### **Management of Service Operations**

**Services: An Introduction;**  
**Service Strategy; Design of**  
**Services and Service Delivery**  
**Systems;** Offshoring and  
Outsourcing; Facility Location;  
Process Analysis in Services;  
Service Quality; Six Sigma for  
Service Process Improvement;  
Managing Demand and Supply  
in Service Operations.

#### **Management of International Operations**

Logistics; Logistical operations  
integration; Customer service;  
Supply chain relationships;  
Global logistics; Logistical  
resources; Information;  
Forecasting; Inventory strategy;  
Inventory management;  
Transportation infrastructure;  
Transportation regulation;  
Transportation management;  
warehouse management;  
Material handling; Packaging;  
Logistics systems design;  
Logistics positioning;  
Integration theory; Planning  
and design methodology;  
Planning and design  
techniques; Logistics  
administration; Organization;  
Planning, costing and pricing;  
Performance measurement and  
reporting; Dimensions of  
change: a seminar focus

## Operations Strategy

### What is operation strategy?:

What is 'operations' and why is it so important?; What is strategy?; Operations strategy – operations is not always operational; The content of operations strategy – an overview; The operations strategy matrix; ; Appendix: the resource-based view of the firm

### Operations performance:

Operations performance objectives; the relative importance of performance objectives change over time; Trade-offs; Targeting and operations focus; .

**Capacity strategy:** What is capacity strategy?; The overall level of operations capacity; The number and size of sites; Capacity change; Location of capacity; .

### Supply network strategy:

What is supply network strategy?; The outsourcing decision – vertical integration? Do or buy?; Traditional market-based supply; Partnership supply; Which type of relationship?; Network management.

### Process technology strategy:

What is process technology strategy?; Scale/scalability – the capacity of each unit of technology; Degree of automation/'analytical content' – what can each unit of technology do?; Degree of coupling/connectivity – how much is joined together?; The product-process matrix; Evaluating process technology

### Improvement strategy:

Development and improvement; Setting the direction; Importance-performance mapping; Developing operations capabilities; Deploying capabilities in the market.

### Product and service development and organization:

The strategic importance of

product and service development; Product and service development as a process; A market requirements perspective on product and service development; An operations resources perspective on product and service development.

### The process of operations strategy – sustainable alignment:

What is sustainable alignment?; Sustainable alignment over time; What should the formulation process be trying to achieve?; Analysis for formulation; Formulation models for alignment; The challenges to operations strategy formulation.

### The process of operations strategy – substitutes for strategy?:

'New' approaches to operations; Total Quality Management (TQM); Lean operations; Business process reengineering (BPR); Enterprise Resource Planning (ERP); Six Sigma; Some common threads.

### The process of operations strategy – implementation:

What is implementation?; Purpose – the strategic context: Point of entry – the organizational context: Process – the methodological context: Project management – the delivery context: Participation – the operational context;

**Cases studies:** Bunge Limited: IKEA's global sourcing challenge: Indian rugs and child labour; From Russia with love; McDonald's Corporation; Kuhn Flowers; Inditex: Zara and beyond; Delta Synthetic Fibres (DSF); The Greenville Operation; Turnround at the Preston plant; Disneyland Resort Pairs.

## ELECTIVES IN IT & SYSTEMS

### Module – III

## SYSTEM ANALYSIS AND DEVELOPMENT

### Overview of IS Development:

System Concepts, Information Systems, Categories, System Development approaches, SDLC, Structured analysis, Prototyping, Project proposal and Preliminary Investigation.

### Requirement Analysis:

Definition, Fact finding techniques, Tools for documenting procedures and decisions, Decision tree, Decision table, Structured English.

**Structured Analysis:** Concepts and components, Data Flow Analysis, DFD, Data Dictionary.

**Prototyping:** Purpose, Rationale, Steps in prototyping, Uses, Tools and Strategies, Case tools.

**System Design:** Software requirement specification, Objectives of design, Design specification and features, Output Design, Input design, User-interface design, File and database design.

### System testing and

**Implementation:** Verification, Validation, Testing strategies, Implementation, Training, Conversion, Post Implementation Review, System audit.

### Overview of Object Systems:

OO Systems Development methodology, Object Orientation, Objects, Classes, Attributes behaviours, Messages, Encapsulation, Polymorphism, Relationships and Associations.

### OO System Development Life

**Cycle:** Software Development

process, OO Systems Development, OO Analysis, OO Design, Prototyping, Testing, Reusability.

**Methodologies and Modelling:**

Introduction, Some OO methodologies, Ram Baugh, Booch, Jacobson, Patterns, Unified Approach.

**UML:** Static and Dynamic Models, Why Modeling, UML Diagrams, Use case Diagram, Class Diagram, Interaction Diagram, Sequence Diagram, Collaboration Diagram, UML State Chart, Activity Diagram, Implementation Diagram, Component Diagram, Deployment Diagram.

**OO Analysis:** Identification of use cases, Documentation conventions and guidelines, Approaches for identifying classes, Class behaviour and responsibilities, Class relationships, Case discussion.

**OO Design:** OO Design process, Designing classes, Object storage, User-interface design, Case discussion.

**Data Warehousing and Data Mining**

**Data Warehousing**  
Concept and Definition, Characteristics of Data Warehouse, Data Warehouse Delivery Method.

**Data Warehouse Architecture**  
System Processes, Process Architecture, Meta Data : and Introduction to Data Marting, Role of Data Warehouse Application in the Architecture.

**Data Warehouse Design**  
Database Schema and their Types, Partitioning : Types,

Strategies and Sizing of Partition, Aggregations, Data Marting - Designing and Costs, Meta Data and its Tools, System Managers, Data Warehouse Process Managers, Load Manager, Query Manager.

**Hardware and Operational Design:** Hardware Architecture, Physical Layout, Security, Backup and Recovery, Operating Data Warehouse.

**Capacity Planning, Tuning & Testing**

Estimating Load, Assessing Performance, Tuning the Data Load and Queries, Developing Test Plan, Testing Operational Environment, Database and Applications.

**Data Mining**  
Concept and Definition, Data Mining Versus Query Tools, Data Mining in Marketing, Practical Applications of Data Mining.

**Data Mining and Data Warehouse**  
Designing of Decision Support Systems and Integrating with Data Mining.

**The Knowledge Discovery Process**  
Data Selection, Cleaning, Enrichment, Coding, Data Mining, Analysis of Data Using Various Techniques, Reporting.

**Setting up KDD Environment**  
Forms of Knowledge, Getting Started and Setting up Knowledge Discovery Process, KDD Environment and its Ten Golden Rules.

**Real Life Applications**  
Customer Profiling, Predicting Bid Behavior of Pilots.

**Software Project Management**

**Product and Process:** Role of Software - Software characteristics - Applications - Myths - Process, methods and tools - Generic view - Process - M models - Software process models - Classical model (waterfall) - Prototype - RAD - Evolutionary - incremental,

spiral, concurrent - Component based development model - Formal methods model - 4 GLs.

**Project Management:** Project management spectrum - 4 Ps - People (players - team leaders - team structures - coordination - communication) - Product - (scope - decomposition) - Process modeling, product & process - process decomposition - Project (pitfalls - approaches) - W5HH Principle.

**Software Metrics:** Measures - Metrics - Indication, Process metrics - Project metrics - Software measurement - Size oriented and Function oriented metrics - Extended function oriented metrics - Reconciling different metrics approaches - Metrics for Software quality - Integration of metrics in process - Statistical control - Process control.

**Project Estimation:** Estimation - Important issues - Project planning objectives - Software scope - Resources - Models of estimation - Decomposition techniques - Software sizing - Problem based estimation - LOC based estimation - FP based estimation - Process based estimation - Empirical models - COCOMO model - Putnam's model - Make / buy decision - Automated estimation tools.

**Risk Analysis and Management:** Software risks - Strategies - Risk identification - Risk projection - Risk refinement - R MMM and RMMM plan.

**Project scheduling & Tracking:** Reasons for late delivery - Principles of software project scheduling - People and effort - Task set for software projects - Selecting SE tasks - Refinement - Task network - Scheduling - Timeline charts - Tracking schedule - EV Analysis - Error tracking - Project plan.

**Quality Assurance: SQA** strategy - Quality concepts - Quality control - Cost of quality - Software quality assurance - Software reviews - FTRs - Statistical SWQA - Software reliability - ISO 9000 standards - SQA Plan.

**Software Configuration Management (SCM):** Software configuration management - Identification of objects in SCM - SCM process - Version control - Change control - Configuration audit - Status reporting - SCM audit.

**Software Testing Techniques:** Fundamentals - Objectives - Principles - Testability - Test case design - White box testing - Basis path testing - Control structure testing - Block box testing - Specialized testing.

**Software Testing and Strategies:** Strategic approach - Verification validation - Organizing for testing - Strategies - Criteria for completion - Strategic issues - Unit testing - Consideration and procedures - Integration testing - Top down, bottom up, regression, smoke testing - Comments & Documentation - Validation testing - Alpha, Beta testing - Systems testing - Recovery, security, stress, performance testing - Debugging.

**Technical Metrics:** Software quality - MC Calls quality factors - FURPS ISO - 9126 quality factors - Framework for technical metrics - Metrics for analysis model - Metrics for analysis model - Metrics for source code - Metrics for testing - Metrics for maintenance.

**OO Testing:** Unit, Integration and validation testing in OO context - Test case design for OO Software - Testing methods at class level - Random testing, partition testing - Inter class test case.

**Technical Metrics for OO Systems:** Distinguishing characteristics of OO metrics - Metrics for OO design model -

Class oriented metrics - The MOOD metric suite - Operation oriented metrics - Metrics for OO testing, Metrics for OO projects.

**Standards:** CMM models - ISO certification - Software validation / Verifications (IEEE / ANSI 1986) - Testing Q Application (IEEE / ANSI 1989) - Test case specification (IEEE / ANSI 1983) - Master validation test plan (IEEE / ANSI 1983) - Test architecture and test design specification (IEEE / ANSI 1983).

## E-Business

### Basics of E-Business

The Digital Era; History of the Internet; Evolution of E-Business; The Rise of E-Business; Traditional Business and E-Business; The Emergence of Infomediaries; Principles of E-Business; E-Business Infrastructure; Organization Culture for E-Business; E-Business Models.

### E-Business Frameworks

Channel Enhancement; Industry Transformation; Convergence.

### E-Business Strategy: Planning to Action

E-Enabling the Value Chain; Basic Steps in E-Business Blueprint Planning; Integrating E-Business Processes; E-Business Execution Plan; E-Collaboration.

### E-Business Design

Overview of E-Business Design; Steps in E-Business Design; Roadmap to E-Business Design.

### E-Marketplaces

Evolution of E-Marketplaces; Phases of E-Marketplaces; E-Marketplace Models; Strategies for E-Marketplaces; Human Element in E-Marketplaces; Benefits of E-Marketplaces; Success Factors for E-Marketplaces; Current Trends in E-Marketplaces.

### E-Procurement

Operating Resource Procurement; Procurement

Business Problems and Guidelines to Integration Alternatives; Elements of Buy Side E-Procurement Solutions; Elements of Sell Side E-Procurement Solutions; Implementing E-Procurement; Best Practices in E-Procurement.

### Supply Chain Management and E-Business

Supply Chain Management: An Overview; E-Supply Chain; Managing Relationships in the E-Supply Chain; Issues in E-Supply Chain Management; Future of the E-Supply Chain.

### Enterprise Resource Planning

ERP: An Overview; Rationale for ERP; Enterprise Architecture Planning; Implementing ERP; Effect of ERP on the Company; Future of ERP Applications.

### Knowledge Management and E-Business

Knowledge Management Landscape; Knowledge Management Framework; Technology in Knowledge Management; Knowledge Management Applications.

### Selling Chain Management

Integrated Approach to Sales Management; Business Drivers for Selling Chain Management; Technology Drivers for Selling Chain Management; Order Acquisition Process; Selling Chain Infrastructure.

### E-Marketing

The E-Revolution in Marketing; Database Marketing; New Age Database Marketing; Telemarketing; E-Marketing Strategies.

### CRM and E-Business

Defining CRM ; Functions of CRM; The E-CRM Architecture; E-CRM Infrastructure Requirements; CRM for E-Customers.

### E-Business Infrastructure

Network Infrastructure; Enterprise Network; Data Storage; Integration Tools for E-Business; E-Business Architecture.

### E-Business Technologies

Data Communication Fundamentals; Communication Devices; Biometric

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Technologies; Wireless Technologies; E-Business Enabling Technologies.

### **E-Banking**

The Concept of E-Banking; The E-Banking Scenario; E-Banking Strategies; Finance Portals for Banks; E-Banking Transactions; E-Banking: Key Issues; Future of E-Banking.

### **E-Governance**

Overview of E-Governance; E-Governance Strategies; E-Governance Interface and Technology; E-Governance: Key Issues and Challenges; E-Governance in the Global Scenario.

### **Mobile Business**

The Mobile Value Chain; Benefits of Mobile Business; Mobile Applications Infrastructure; Mobile Business Technologies; The Mobile Business Strategy; Mobile Business: Key Issues; Mobile Portals; Mobile Business Applications in Industries.

### **E-Human Resources**

Technologies in HR

### **E-Finance**

Technology Infrastructure in Finance Function.

### **E-Business Opportunities**

Knowledge Process Outsourcing; Telemedicine.

### **IT Governance**

Overview of IT Governance; IT Governance and Sarbanes-Oxley Act; IT Governance Frameworks.

### **E-Business Applications**

Conventional Payment Process; Electronic Payment System; Electronic Data Interchange; E-Business Applications in Various Businesses.

### **E-Security**

Cryptography; Public Key Infrastructure; Stored Account Payment System; Stored Value Payment System; Acceptable Use Policy.

### **Other Issues in E-Business**

Consumer Protection; Cyber Crimes and Cyber Laws;

Market Issues; Technical Issues; Legal Issues.

### **Challenges in E-Business**

Technological Challenges; Legal and Regulatory Challenges; Behavioral and Educational Challenges; Other Challenges.

### **Future of e-Business**

Trends in E-Business; Integrated Enterprise Applications.

### **Cryptography, Computer Security**

#### **Introduction to**

#### **Communication Security:**

Security Attacks and Security Services, A Model for Internetwork Security.

#### **Conventional Encryption:**

Conventional Model, Classical Encryption Techniques, Simplified Data Encryption Standards (DES), Cipher Design Principles and Modes of Operation, Traffic Confidentiality and Key Distribution.

#### **Public Key Encryption and**

#### **Hash Function:**

Principles, RSA Algorithm, Key Management, Key Exchange, Authentication Requirement and Functions, message authentication codes, hash functions and security of hash functions, Digital Signatures, Authentication Protocols and Digital Signature Standard.

#### **Network Security Practice:**

Authentication Applications, Electronic Mail Security, IP Security, Web Security Requirements, Secure Sockets Layer and Transport Layer Security, Secure Electronic Transactions.

#### **System Security:**

Intruder, Virus & Worm, Firewalls – Design Principles, Trusted Systems

#### **ELECTIVES IN**

#### **INTERNATIONAL BUSINESS**

## **Module – III**

### **International Finance & Trade**

#### **SECTION I:**

#### **INTERNATIONAL FINANCE**

##### **Part I: International Economics**

#### **Introduction to International**

**Finance:** Increasing Interdependence in the Global Economy, Trends in International Trade and Cross-Border Financial Flows, India in the Global Economy, Recent Developments in Global Financial Markets, Liberalization, Integration and Innovation, Challenges of International Financial Management, Gains from International Trade and Investment.

#### **Theories of International**

**Trade:** Theory of Absolute Advantage, Theory of Comparative Advantage, Heckscher-Ohlin Model, Imitation-Gap Theory, International Product Life Cycle Theory.

#### **International Trade Finance in**

**India:** Import Financing, Letters of Credit, Export Financing, EXIM Bank, Exchange Control Regulations Related to Merchant Transactions.

#### **Balance of Payments:**

Concept of Economic Transactions, Resident, General Government Institutions, Principles of Accounting, Components of the BoP Account, Factors Affecting the Components of the BoP Account, Balance of Payments Compilation, BoP – The Indian Perspective, Importance and Limitations of BoP Statistics.

##### **Part II: Global Financial System**

#### **International Monetary**

**System:** Exchange Rate Mechanisms, History of Monetary Systems – Gold Standard, Gold Exchange

Standard, Bretton Woods System, Post Bretton Woods System, European Monetary System, Recent Developments.

**The Foreign Exchange Market:** Structure and the Participants, Types of Transactions, Mechanics of Currency Dealing, Exchange Rate Quotations, Arbitrage, Forward Rates, Evolution of Exchange Control and the Foreign Exchange Market in India, Exchange Rate Computations. The Links between the Forex Market and the Money Market, Covered Interest Arbitrage, Covered Interest Parity Theorem, Swap Margins and Interest Rate Differentials, Option Forwards, Cancellation of Forward Contracts, Forward-Forward Swaps, Short Dated and Broken Date Contracts.

**Exchange Rate Determination:** Purchasing Power Parity (PPP), Law of One Price, Forms of PPP – Absolute Form, Relative Form and Expectations Form, Empirical Evidence Regarding PPP, Interest Rate Parity (IRP), Covered Interest Arbitrage, Relationship between PPP and IRP, Reasons for Departure from IRP.

**Exchange Rate Forecasting:** Forward Rate as a Predictor of Future Spot Rates, The Demand-Supply Approach, The Monetary Approach, The Asset Approach, Portfolio Balance Approach, News as a Determinant, Technical Analysis.

### **Part III: Exchange Risk Management**

**Introduction to Exchange Risk:** Macroeconomic Risks and Corporate Performance, Defining Foreign Exchange Exposure, Measuring Foreign Exchange Exposure, Conceptual Approach, Classification of Foreign Exchange Exposure, Transactions Exposure, Translation Exposure, Operating Exposure, Exposure and Risk, Risk as variability of Cash Flows.

**Management of Exchange Risk:** The Hedging Decision, Automatic vs. Discretionary Hedging, Cost of Forward Hedge, Choice of Currency of Invoicing, Internal Hedging Strategies: Leads, Lags, Netting, Offsetting, External Hedging: Forwards, Money Market Hedge, Futures and Options, Hedging Contingent Exposures and Exposures with Uncertain Timing. Operating Exposure, Purchasing Power Parity and Real Exchange Rates, Determinants of Operating Exposure, Operating Exposure for Exporters and Importers, Assessing and Coping with Operating Exposure.

### **Part IV: International Projects**

**International Project Appraisal:** The Difficulties in Appraising a Foreign Project, Issues in Cost of Capital, The Adjusted Present Value (APV) Approach, The APV Approach for a Foreign Project, Choice of Discount Rates.

**International Financial Markets and Instruments:** The Costs and Risks of Foreign Currency Borrowing, Syndicated Loans, Bond Issues, MTNs, NIFS and Related Instruments, Project Finance, Country Risk Assessment.

**International Equity Investment:** Comparing Domestic Versus Foreign Equity Investment, Gains from Cross-border Diversification, International CAPM, The Depository Receipts Mechanism.

**Short-term Financial Management:** Short-term Funding and Investment, Centralized vs. Decentralized Cash Management, Netting, Pooling, Exposure Management, Offshore Invoicing Centers.

**International Accounting and Taxation:** Accounting for Forex Transactions and Derivatives, Transfer Pricing, Consolidation of MNCs Accounts, International Taxation.

## **SECTION II: INTERNATIONAL TRADE**

**Trade Blocks:** Formation of Trade Blocks, Conditions for Success, OPEC, Its objectives, Functions of European Community (EC) Functioning of EC India and EC of the North America Free Trade Agreement (NAFTA), its Objectives, UNCTAD, Its Functions.

**WTO:** History, Functions, Structure of WTO Agreements, Trade Related Aspects of Intellectual Property Rights (TRIPS), Trade Related Aspects of Investment Measures (TRIMS), General Agreement on Trade in Services (GATS).

**GATT:** Trade Negotiations under GATT, Uruguay Round, Important Aspects of Market Access in the Uruguay Round, Subsequent Developments.

**EXIM Policy:** Historical Perspective, Objectives, Highlights of the Current Policy, Imports, Classification-Import Licences, Exports-Export Promotion Capital Goods Scheme (EPCG), Other Guidelines.

**Uniform Customs and Practice for Documentary Credits 1993 Revision-Rules:** Description of Articles, Applications of Articles, Collection Rules, Role of Drawer, Collecting Banker, Paying Banker.

**Export Finance and Exchange Regulations:** Incentives Available to Exporters-Pre-shipment Finance, Post Shipment Finance-Rediscounting of Export Bills Abroad – Pre-shipment Credit in Foreign Currency (PCFC), Other Exchange Control Regulations, Declaration Forms-GR/PP Procedure, Export Letters of Credit, Documents to be Presented under an Export Letter of Credit, Guidelines for Scrutiny of Documents Presented under Letter of Credit, Reporting System, Role of ECGC and its Functions.

**Import Finance and Exchange**

**Regulations:** Classification, Imports under Foreign Credits/Loans-Postal Imports-Other Exchange Control Regulations-Merchanting Trade, Forward Exchange Contracts for Imports, Types of L/Cs, Mechanics of an L/C, Import Letters of Credit-Requirements for Opening an Import Letter of Credit, Operational Features of an Import L/C, Documentation Formalities, Scrutiny of Documents Required under an Import L/C, Other Relevant Guidelines, Role of Customs/C&F agents, Reporting System.

**International Marketing**

**An Overview of the World Economy**

Macroeconomic Performance of India; Macroeconomic Performance of Brazil; Macroeconomic Performance of China; Macroeconomic Performance of United States; Macroeconomic Performance of Germany.

**International Finance & Economics**

Foreign Exchange; Risk In International Business; Balance of Payments (BoP); India's Balance of Payments Situation; India's Trade Policy.

**International Trade**

Classical Trade Theories; Modern Trade Theories; WTO and its Role in World Trade.

**Funding Institutions**

International Monetary Fund (IMF); Asian Development Bank (ADB); World Bank.

**Competitive Strategy in International Business**

Porter's Industry Analysis; Principles of Competitive Strategy; Strategies for Companies Operating in International Markets.

**Entry Strategies in International Markets**

Modes of Entry into International Markets; Timing of Entry into International Markets; Social Ties and Entry into International Markets; Entry Strategies of Japanese Companies; Entry Strategies of High-Tech Startup Companies; Entry Strategies of Pharma Companies.

**Marketing Information Systems and Research**

Marketing Information Systems; Elements of Information System; Marketing Research; Determination of Information Requirements; The Level of Analysis and Type of Decision; Unit of Analysis; Selecting Information Sources; Primary Vs. Secondary Data; Problems in International Marketing Research.

**Segmentation, Targeting, and Positioning**

Global Market Segmentation; International Targeting; Global Product Positioning; Marketing in Less Developed Countries.

**Planning Process**

Role of Strategic Market Planning; Pricing Strategy; Distribution Strategy; Promotion Strategy; Product Life Cycle/Market Life Cycle; International Product Policy; Competition and International Marketing Strategies; Consumers; Government Actions; Production Resources; Planning and Third World Markets; Controlling the Marketing Effort.

**Product Decisions**

Product Definition and Classification; Product Characteristics; Product Design; International Product Mix; Services; International Marketing of Services; Managing International Research and Development; Product Diffusion and Adoption; Product Adaptation; Product Standardization;

International Product Life Cycle (IPLC); International Product Program.

**International Branding**

Branding; Brand Origin and Selection; Private Brands; Global Brands; Single Brands Vs Multiple Brands; Global Brand Leadership; Brand Piracy.

**Pricing in International Markets** International Pricing Systems; Global Pricing Strategies; Environmental Influence on Pricing Decisions; Other Constraints on International Pricing; Global Pricing Alternatives.

**Marketing Channel and Place Decisions**

Channel Objectives and Constraints; Channels in Less Developed Countries; Innovations in International Channels; Channel Structure; Channel Strategy for New Market Entry.

**Promotional Decisions**

Promotional Mix; Advertising; Personal Selling; Sales Promotion; Publicity; Barriers to Promotion and Communication.

**International Marketing of Services**

Characteristics of Services and their Implications for International Marketing; Challenges in Marketing Services Globally; International Professional Services; International Retailing; International Financial Services; International Banking Services; International Insurance Services.

**Leading, Organizing and Controlling**

Leadership; Organization; Patterns of International Organization Development; International Marketing Management Control.



### **Marketing in the Internet Environment**

Internet as an Effective Marketing Tool; Internet as a Creator of Loyalty; Brand Building on the Internet; Online Communities: The Virtual Marketplaces of the Future; New Forms of Advertising.

### **Ethics and Social Responsibility**

Stakeholders' Expectations; Environmental Management and International Business; Dealing with Corruption and Bribery in International Business; Ethical Issues in International Marketing; Human Rights Violations in International Business; Internal Governance and International Business.

### **Management of Multinational Corporations**

#### **Conceptual Background**

Defining MNCs; Characteristics of MNCs; Types of MNCs; Growth of MNCs; Evolution of MNCs.

#### **The Economic and Regulatory Environment**

Changing Nature of International Business; The Changing Nature of Multinational Enterprise; Instruments of Trade Policy; World Trading System; Implication of Globalization on Business; Economic Impact of MNCs on Host Countries.

#### **Socio-Political and Cultural Environment**

Social Structure and International Business; Social Stratification and International Business; Implications for Business; Religion and International Business; Values and Attitudes and International Business; Customs and Manners and International Business; Culture and Workplace; Hofstede's Model of Culture; Cross Cultural Literacy; Culture and Competitive Advantage; Cultural Impact of MNCs on Host Countries; Political Impact

of MNCs on Home and Host Countries.

#### **Strategy and MNCs**

The Firm as a Value Chain; The Role of Strategy; Transferring Core Competencies; Realizing Location Economies; Realizing Experience Curve Economies; Pressures for Cost Reductions and Local Responsiveness; Multinational Strategy; International Strategy; Global Strategy.

#### **Modes of Entry and Strategic Alliances**

Modes of Entry to Foreign Markets; Selecting an Entry Mode; Strategic Alliances; Making Alliance Work.

#### **Organizational Structure of MNCs**

Defining Organizational Structure; Vertical Differentiation; Horizontal Differentiation; Network Structure.

#### **Control and Coordination in MNCs**

Definition of Control and Implications; Establishing Control Systems; Degree of Control; Balance between HQ and Subsidiary; Degree of Centralization and Amount of Autonomy; Types of Control Systems in MNCs; Control Systems and Strategy; Synthesizing Strategy.

#### **Marketing Management in MNCs**

Product Attributes that Have to be Considered by MNCs; Distribution Strategies to be Adopted by MNCs; Pricing Strategies to be Adopted by MNCs; Communication Strategies of MNCs.

#### **Operations Management in MNCs**

Where to Manufacture; Making Global Sourcing Decisions; Transfer of Knowledge from Home Country to the Host Country; New Product Development in MNCs; Facilitating Innovations in Subsidiaries.

### **Human Resource Management in MNCs**

HR Policies in MNCs; Types of Staffing Policies in MNCs; Employing Expatriates in MNCs; Developing Local Talent; Training and Development in MNCs; Compensation in MNCs; Performance Appraisal in Subsidiaries; Domestic HR Strategies Pursued in Subsidiaries; Subsidiaries' Autonomy in Decision-making; Labor Relations in MNCs; Developing a Culturally Synergistic Approach to HRM.

#### **Financial Management in MNCs**

The Foreign Exchange Market; Exchange Rate; Corporate Response to Exchange Rate Fluctuations; Risk Management; Risk in International Business; International Tax Planning; Transfer Pricing; International Cash Management.

#### **Doing Business Ethically**

Stakeholders Expectations; Environmental Management in MNCs; Dealing with Corruption and Bribery; Marketing Issues; Human Rights Violation by MNCs; Corporate Governance in MNCs.

#### **Challenges of Globalization**

The Globalization Movement; Market Dynamics; Customer Centricity in Globalization; Customer Value Expectation; Global Customization; Global Customer Loyalty; Improving Global Customer Service; Pitfalls of Global Marketing.

#### **Towards Transnational Companies**

Managing Complexity through Flexible Coordination; Characteristics of Transnational Organizations; Developing Transnational Managers; Managing the Transnational Process.

#### **Enterprise Risk Management in MNCs**

Enterprise Risk Management: Definition and Process; Operational and Strategic Risk;

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Political and Country Risk;  
Market Risk; Project Risk;  
Technological Risk;  
Environmental Risk; Business  
Country Plan.

#### **Strategic Issues for Indian MNCs**

Evolution of Indian Companies;  
Overcoming Liabilities of  
Indianness; Developing New  
Competencies; Building the  
Future; Role of Government.

#### **Management of International Operations**

#### **International Operations and Logistics Strategies**

Forces of Globalization; Global  
Operations and Logistics:  
Strategic Role and Framework.

**International Logistics and Sourcing** Supplier Network  
Development; Framework for  
Outsourcing Decisions; Physical  
Distribution Network in Global  
Operations; Logistics Service  
Firms and Third-Party  
Logistics; Global Supply Chain  
Management.

#### **International Facilities**

**Location** Characteristics of  
Logistics Networks; Global  
Facilities: Location and  
Orientation; Capacity  
Expansion.

#### **Interface with Marketing**

Global Products; Global  
Marketing and Local  
Marketing; Functional  
Integration and Inter-firm  
Integration; Efficient Consumer  
Response (ECR).

#### **Interface with Technology**

Technology Sharing and Inter-  
firm Collaborations; Global  
Location of R&D Facilities.

#### **Interface with Finance**

Operating Exposure; Exchange  
Rate Risk; Managing Exchange  
Rate Risk.

#### **Information Management for Global Logistics**

Global Logistics Information  
and Telecommunication

System: Characteristics,  
Functionality and Limitations;  
Role of Information Systems.

#### **Performance Measurement and Evaluation**

Planning and Control;  
Measuring Performance;  
Metrics: Objectives and Design.

#### **International Business**

#### **Introduction to International Project Management:**

**Introduction;** What is a  
project?; What is project  
management?; Who are the  
main project stakeholders?;  
What is a program?; Where  
does project management come  
from, and where does it go to?;  
What are the main differences  
between a 'standard' and an  
international project?; What are  
the characteristics of an  
international project?; What  
determines the success of  
international project  
management?; What is the  
structure of this textbook?;

#### **The Context of International Projects in Terms of Organizational Strategy and Culture:**

Introduction; Strategy  
and strategic management; the  
relation between strategic  
management and projects;  
Program management; Program  
organization; Project portfolio  
management; The project  
management office; Project  
management maturity models;  
Organizational culture;  
Management by projects.

#### **Defining the International Project:**

Introduction; The start  
of a project; Project proposal;  
managing the scope of an  
international project; Defining  
milestones; Creating a work  
breakdown structure;  
Managing the international  
project stakeholders; Mapping  
the cultural context; Culture  
frameworks; The cultural gap  
tool; Diversity-complexity-  
assessment.

#### **Managing risk and Uncertainty in an International Project:**

Introduction; The nature of risk;  
Risk and culture; The risk  
management process;  
Identification of risk; Risk  
analysis; Planning for risk; Risk  
monitoring and controlling;  
Corruption as a special risk in  
international projects;  
Managing uncertainty.

#### **Planning the International Projects in Terms of Time, Cost, and Quality:**

Introduction; The planning  
process; Cultural impact on  
planning; Scheduling; Adding  
resources to scheduling;  
Planning cost in the project  
budget; Planning for quality in  
international projects.

#### **Organizing the International Project:**

Introduction; Forms of  
project structures; Cultural  
impact on project organization;  
Internal project co-ordination;  
External project co-ordination;  
Organizing communication  
from a structural point of view;  
Responsibility in organizational  
structures; Specifics of  
responsibility in international  
projects.

#### **Implementing and Controlling International Projects:**

Introduction; Main tasks and  
output of the implementation  
phase; Cultural impact on  
monitoring and controlling;  
Tools and techniques for  
monitoring international  
projects;

Tools and techniques for  
controlling international  
projects; Analysis of controlling  
results;

Managing change; Managing  
claims.

#### **Leading International Projects:**

Introduction; Cultural impact  
on leadership and motivation;  
Leadership types and  
requirements in an international  
context; Competencies of the  
international project manager;

Main roles and tasks of the international project manager; Building the international team at the project start.

**Communication in International Projects:**

Introduction; Communication in international projects; Language and communication; Cultural differences in communication styles; Negotiations as a special communication situation; The choice of communication modes; The use of communication technology; Communicating in purely virtual teams; Communication governance; Selected specifics of communication in international projects.

**Co-operating in International Projects:**

Introduction; Culture and co-operation; Establishing trust; Ground rules for co-operation; Effective conflict management; Managing heterogeneity; Elements of effective co-operation.

**Learning in and Learning from International Projects:**

Introduction: Organizational learning and knowledge management; Cultural embeddedness of learning; Problems of learning in and from international projects; Methods of project learning; The phase of project completion; Fostering project learning in an international context; The learning organization and international project management

**ELECTIVES IN GENERAL MANAGEMENT**

**Module – III**

**Organizational Development**

**The Field of Organization**

**Development:** Overview of the Field of Organization Development; A Preview of the Major Themes of the Book; Illustration 1: Problems in a Business Firm; Illustration 2: From “Muddling Through” to Making Millions; Illustration 3:

Taking on Global Challenges with the Help of OD;

**Definitions and Historical Overview of Organization Development:**

A History of Organization Development; The Laboratory Training Stem; The Survey Research and Feedback Stem; The Action Research Stem; The Sociotechnical and Socioclinical Stem; Second Generation OD; Extent of Application;

**Values, Assumptions, and Beliefs in OD:**

Early Statements of OD Values and Assumptions; Implications of OD Values and Assumptions; A Values Study; Illustration of OD Values in an Indian Pharmaceutical Organization; Octaspace Situations in Sales/Marketing Function;

**Foundations of Organization Development:**

Models and Theories of Planned Change; Systems Theory; Participation and Empowerment; Teams and Teamwork; Parallel Learning Structures; A Normative-Reductive Strategy of Changing; Applied Behavioral Science; Action Research;

**Managing the OD Process:**

Diagnosis; The Action Component: OD Interventions; The Program Management Component;

**Action Research and Organization Development:**

Action Research: A Process and Approach; Examples of Action Research in Organization Development; Indian Case Study; Genesis of OD in the Company; The OD Process: A Diagnostic Study;

**An Overview of OD**

**Interventions:** Classifying OD Interventions; Thinking about OD Interventions; **Team**

**Interventions:** Teams and Work Groups: Strategic Units of Organization; Broad Team-Building Interventions; The Formal Group Diagnostic Meeting; The Formal Group Team-Building Meeting; Process Consultation

Interventions; A Gestalt Approach to Team Building; Techniques and Exercises Used in Team Building: Selected Examples;

**Intergroup and Third Party Peacemaking Interventions:**

Intergroup Team-Building Interventions; Third-Party Peacemaking Interventions; Organization Mirror Interventions; Partnering

**Comprehensive OD**

**Interventions:** “Getting the Whole System in the Room”; Search Conferences and Future Search Conferences; Beckhard’s Confrontation Meeting; Strategic Management Activities; Real Time Strategic Change; Stream Analysis; Survey Feedback; Grid Organization Development; Schein’s Cultural Analysis; Large-Scale Change and High-Performance Systems; Tran organizational Development

**Structural Interventions and the Applicability of OD:**

Sociotechnical Systems; Self-Managed Teams: Problems in Implementation; Work Redesign; MBO and Appraisal; Quality Circles; Quality of Work Life Projects; Parallel Learning Structures; Physical Settings and OD; Total Quality Management; The Self-Design Strategy; High-Involvement and High-Performance Work Systems; Large-Scale Systems Change and Organizational Transformation; Summary of the Characteristics of Selected Structural Interventions.

**Training Experiences:**

T-Groups; Sensitivity Training in India; Comparative Analysis between Western Perspective and Indian Perspective; New Trends of Sensitivity Training Applied in Organizations (Parikh and Jayavelu, 2002); Behavioral Modeling; Life and Career Planning; Coaching and Mentoring; Instrumented Training; Role Efficiency Lab (REL)

**Issues in Consultant-Client**

**Relationships:** Entry and Contracting; Defining the Client

*The ICFAI University, Sikkim*

System; The Trust Issue; The Nature of the Consultant's Expertise; Diagnosis and Appropriate Interventions; Depth of Intervention; On Being Absorbed by the Culture; The Consultant as a Model; The Consultant Team as a Microcosm; Action Research and the OD Process; The Dependency Issue and Terminating the Relationship; Ethical Standards in OD; Implications of OD for the Client; The Role of the Human Resource Specialist in Organizational Development Activities

#### **Power, Politics, and**

#### **Organization Development:**

Power Defined and Explored; Theories about the Sources of Social Power; Organizational Politics Defined and Explored; Framework for Analyzing Power and Politics; The Role of Power and Politics in the Practice of OD; Planned Change, Power, and Politics.

#### **The Future and Organization**

**Development:** The Changing Environment; Fundamental Strengths of OD; OD's Future;

### **Supply Chain Management**

#### **Supply Chain Management: An Overview**

Definition of Supply Chain; Components of a Supply Chain; The Concept of Supply Chain Management (SCM); Supply Chain Management: Schools of Thought; Supply Chain Management Processes; Factors Driving the Evolution of SCM; Objectives of SCM.

#### **Supply Chain Integration**

Nature of Supply Chain Integration; Factors Driving Supply Chain Integration; Role of Organizational and Channel Support for Supply Chain Management; Elements of Supply Chain Strategy; Framework for Supply Chain Integration; Benefits of Supply

Chain Integration; Barriers to Supply Chain Integration.

#### **Demand Forecasting in a Supply Chain**

Forecast Components; Forecasting Approaches; Steps Involved in Demand Forecasting Process; Forecasting Techniques; Measures of Forecast Error.

#### **Managing Demand and Supply in a Supply Chain**

Aggregate Planning and its Role in a Supply Chain; Aggregate Planning Process; Managing Predictable Variability in a Supply Chain.

#### **Facility Network Design**

Factors Influencing Facility Network Design Decisions; Facility Network Design Decision Process; Models for Facility Network Design and Capacity Allocation.

#### **Purchasing and Supply Chain Management**

Activities of the Purchasing Department; Evolution of the Purchasing Function; Selecting and Managing Suppliers; JIT Purchasing.

#### **Manufacturing in a Supply Chain Context**

Intrafirm Production; Intermittent Production; Supply Chain Production.

#### **Inventory Management**

Role of Inventory in a Supply Chain; Inventory Related Definitions; Cost of Carrying Inventory; Basic Inventory Management Decisions; Inventory Decisions in a Supply Chain.

#### **Managing Transportation in a Supply Chain**

Role of Transportation in a Supply Chain; Participants in Transportation Decisions; Costs that Influence Transportation Decisions; Modes of Transport; Transportation Network Design; Trade-offs in Transportation Network Design

Decisions; Transportation Analysis Decisions.

#### **Warehousing**

Functions of Warehousing; Warehousing Activities; Warehousing Alternatives; Factors to be Considered in Warehousing Strategy; Planning Warehouse; Managing a Warehouse.

#### **Returns Management**

Reverse Logistics; Need for Returns Management; Returns Management Processes; Disposition Options; Challenges in Returns Management; Use of Information Technology in Returns Management.

#### **Customer Service in a Supply Chain**

Elements of Customer Service; Approaches to Develop a Customer Service Strategy; Customer Service as a Performance Outcome to Create Differential Advantage; Impediments to Implementing an Effective Customer Service Strategy; Use of Technology in Customer Service.

#### **Order Fulfillment**

The Order Fulfillment Process; E-Fulfillment vs. Traditional Order Fulfillment; Responsive Order Fulfillment; Order Fulfillment Systems.

#### **Cooperation and Coordination in a Supply Chain**

Bullwhip Effect; Partnering in Supply Chain Management; Obstacles in Supply Chain Coordination; Managerial Levers to Achieve Coordination; Designing Effective Supply Chain Partnerships that Help Build Cooperation and Trust.

#### **Role of Outsourcing in a Supply Chain**

Outsourcing; Reasons for Outsourcing; Deciding What to Outsource; The Outsourcing Process; Issues in Outsourcing; Areas of Outsourcing; Advantages and Disadvantages

of Outsourcing; Outsourcing Practices.

### **Measuring Supply Chain Performance**

Supply Chain Performance Measurement; Framework for Developing Supply Chain Metrics; Performance Metrics and Measures; Requirements for Designing an Ideal SCPM System; Approaches to SCPM; Setting Performance Targets.

### **Information Technology in a Supply Chain**

Value of Information Flow in a Supply Chain; Use of Information in a Supply Chain; Changing Role of Information Technology in a Supply Chain; IT Solutions for SCM; Supply Chain Management Software; Process of Implementing an IT Enabled SCM System.

### **E-Business and the Supply Chain**

Impact of the Internet on Supply Chain; Impact of E-Business on the Supply Chain; Types of E-Business Applications; Implementing the E-Business Proposition.

### **Financial Flow in a Supply Chain**

Components of Financial Flow in a Supply Chain; Automating Financial Flow in a Supply Chain; Integrating Material and Financial Flows in a Supply Chain.

## **Management of Multinational Corporations**

### **Conceptual Background**

Defining MNCs; Characteristics of MNCs; Types of MNCs; Growth of MNCs; Evolution of MNCs.

### **The Economic and Regulatory Environment**

Changing Nature of International Business; The Changing Nature of Multinational Enterprise; Instruments of Trade Policy; World Trading System; Implication of Globalization on Business; Economic Impact of MNCs on Host Countries.

### **Socio-Political and Cultural Environment**

Social Structure and International Business; Social Stratification and International Business; Implications for Business; Religion and International Business; Values and Attitudes and International Business; Customs and Manners and International Business; Culture and Workplace; Hofstede's Model of Culture; Cross Cultural Literacy; Culture and Competitive Advantage; Cultural Impact of MNCs on Host Countries; Political Impact of MNCs on Home and Host Countries.

### **Strategy and MNCs**

The Firm as a Value Chain; The Role of Strategy; Transferring Core Competencies; Realizing Location Economies; Realizing Experience Curve Economies; Pressures for Cost Reductions and Local Responsiveness; Multinational Strategy; International Strategy; Global Strategy.

### **Modes of Entry and Strategic Alliances**

Modes of Entry to Foreign Markets; Selecting an Entry Mode; Strategic Alliances; Making Alliance Work.

### **Organizational Structure of MNCs**

Defining Organizational Structure; Vertical Differentiation; Horizontal Differentiation; Network Structure.

### **Control and Coordination in MNCs**

Definition of Control and Implications; Establishing Control Systems; Degree of Control; Balance between HQ and Subsidiary; Degree of Centralization and Amount of Autonomy; Types of Control Systems in MNCs; Control Systems and Strategy; Synthesizing Strategy.

### **Marketing Management in MNCs**

Product Attributes that Have to be Considered by MNCs; Distribution Strategies to be

Adopted by MNCs; Pricing Strategies to be Adopted by MNCs; Communication Strategies of MNCs.

### **Operations Management in MNCs**

Where to Manufacture; Making Global Sourcing Decisions; Transfer of Knowledge from Home Country to the Host Country; New Product Development in MNCs; Facilitating Innovations in Subsidiaries.

### **Human Resource Management in MNCs**

HR Policies in MNCs; Types of Staffing Policies in MNCs; Employing Expatriates in MNCs; Developing Local Talent; Training and Development in MNCs; Compensation in MNCs; Performance Appraisal in Subsidiaries; Domestic HR Strategies Pursued in Subsidiaries; Subsidiaries' Autonomy in Decision-making; Labor Relations in MNCs; Developing a Culturally Synergistic Approach to HRM.

### **Financial Management in MNCs**

The Foreign Exchange Market; Exchange Rate; Corporate Response to Exchange Rate Fluctuations; Risk Management; Risk in International Business; International Tax Planning; Transfer Pricing; International Cash Management.

### **Doing Business Ethically**

Stakeholders Expectations; Environmental Management in MNCs; Dealing with Corruption and Bribery; Marketing Issues; Human Rights Violation by MNCs; Corporate Governance in MNCs.

### **Challenges of Globalization**

The Globalization Movement; Market Dynamics; Customer Centricity in Globalization; Customer Value Expectation; Global Customization; Global Customer Loyalty; Improving Global Customer Service; Pitfalls of Global Marketing.

**Towards Transnational Companies**

Managing Complexity through Flexible Coordination; Characteristics of Transnational Organizations; Developing Transnational Managers; Managing the Transnational Process.

**Enterprise Risk Management in MNCs**

Enterprise Risk Management: Definition and Process; Operational and Strategic Risk; Political and Country Risk; Market Risk; Project Risk; Technological Risk; Environmental Risk; Business Country Plan.

**Strategic Issues for Indian MNCs**

Evolution of Indian Companies; Overcoming Liabilities of Indianness; Developing New Competencies; Building the Future; Role of Government.

**Wealth Management**

Introduction to Wealth Management – Understanding the Wealth Management Process – Private Banking – Client Profiling – Financial Planning – Investment and Investment Products – Risk Analysis of Investment Products – Alternate Investment Options – Asset Allocation – Mutual Funds – Portfolio Management Options and Performance Measurement of Portfolios – Performance Evaluation of the Portfolio Manager – Marketing of Financial Products – Relationship Marketing – Behavioral Skills for Wealth Management – Understanding Investor Psychology – Client Objection Handling – Financial Scams and Frauds – Investor Awareness – Regulation

**E-Business**

**Basics of E-Business**

The Digital Era; History of the Internet; Evolution of E-Business; The Rise of E-Business; Traditional Business and E-Business; The Emergence of Infomediaries; Principles of E-Business; E-Business Infrastructure; Organization Culture for E-Business; E-Business Models.

**E-Business Frameworks**

Channel Enhancement; Industry Transformation; Convergence.

**E-Business Strategy: Planning to Action**

E-Enabling the Value Chain; Basic Steps in E-Business Blueprint Planning; Integrating E-Business Processes; E-Business Execution Plan; E-Collaboration.

**E-Business Design**

Overview of E-Business Design; Steps in E-Business Design; Roadmap to E-Business Design.

**E-Marketplaces**

Evolution of E-Marketplaces; Phases of E-Marketplaces; E-Marketplace Models; Strategies for E-Marketplaces; Human Element in E-Marketplaces; Benefits of E-Marketplaces; Success Factors for E-Marketplaces; Current Trends in E-Marketplaces.

**E-Procurement**

Operating Resource Procurement; Procurement Business Problems and Guidelines to Integration Alternatives; Elements of Buy Side E-Procurement Solutions; Elements of Sell Side E-Procurement Solutions; Implementing E-Procurement; Best Practices in E-Procurement.

**Supply Chain Management and E-Business**

Supply Chain Management: An Overview; E-Supply Chain; Managing Relationships in the E-Supply Chain; Issues in E-Supply Chain Management; Future of the E-Supply Chain.

**Enterprise Resource Planning**

ERP: An Overview; Rationale for ERP; Enterprise Architecture Planning; Implementing ERP; Effect of ERP on the Company; Future of ERP Applications.

**Knowledge Management and E-Business**

Knowledge Management Landscape; Knowledge Management Framework; Technology in Knowledge Management; Knowledge Management Applications.

**Selling Chain Management**

Integrated Approach to Sales Management; Business Drivers for Selling Chain Management; Technology Drivers for Selling Chain Management; Order Acquisition Process; Selling Chain Infrastructure.

**E-Marketing**

The E-Revolution in Marketing; Database Marketing; New Age Database Marketing; Telemarketing; E-Marketing Strategies.

**CRM and E-Business**

Defining CRM ; Functions of CRM; The E-CRM Architecture; E-CRM Infrastructure Requirements; CRM for E-Customers.

**E-Business Infrastructure**

Network Infrastructure; Enterprise Network; Data Storage; Integration Tools for E-Business; E-Business Architecture.

**E-Business Technologies**

Data Communication Fundamentals; Communication Devices; Biometric Technologies; Wireless Technologies; E-Business Enabling Technologies.

**E-Banking**

The Concept of E-Banking; The E-Banking Scenario; E-Banking Strategies; Finance Portals for Banks; E-Banking Transactions; E-Banking: Key Issues; Future of E-Banking.

### **E-Governance**

Overview of E-Governance; E-Governance Strategies; E-Governance Interface and Technology; E-Governance: Key Issues and Challenges; E-Governance in the Global Scenario.

### **Mobile Business**

The Mobile Value Chain; Benefits of Mobile Business; Mobile Applications Infrastructure; Mobile Business Technologies; The Mobile Business Strategy; Mobile Business: Key Issues; Mobile Portals; Mobile Business Applications in Industries.

### **E-Human Resources**

Technologies in HR

### **E-Finance**

Technology Infrastructure in Finance Function.

### **E-Business Opportunities**

Knowledge Process Outsourcing; Telemedicine.

### **IT Governance**

Overview of IT Governance; IT Governance and Sarbanes-Oxley Act; IT Governance Frameworks.

### **E-Business Applications**

Conventional Payment Process; Electronic Payment System; Electronic Data Interchange; E-Business Applications in Various Businesses.

### **E-Security**

Cryptography; Public Key Infrastructure; Stored Account Payment System; Stored Value Payment System; Acceptable Use Policy.

### **Other Issues in E-Business**

Consumer Protection; Cyber Crimes and Cyber Laws; Market Issues; Technical Issues; Legal Issues.

### **Challenges in E-Business**

Technological Challenges; Legal and Regulatory Challenges; Behavioral and Educational Challenges; Other Challenges.

### **Future of e-Business**

Trends in E-Business; Integrated Enterprise Applications.

### **ELECTIVES IN Investment**

### **Module – III**

#### **Security Analysis –I & II**

**Investment Scenario:** Concept of Investment – Investment Objectives and Constraints – Investment Classification – Financial Markets – Real Investment Avenues.

**Risk and Return:** Concept of Risk and Return – Reduction of Risk through Diversification – Quantifying Portfolio Returns and Risk – Measurement of Risk in Portfolio Context – Security Market Lines and its Applications.

#### **Regulations of Financial Markets:**

Regulation of Financial Markets – Organization of Securities and Exchange Board of India (SEBI) – Functions and Powers of SEBI – Tax Aspects in Securities – Self-regulation of the Markets.

#### **Equity Markets and their Structures:**

Markets and their Function – Liquidity Capital Formation – Evolution of the Equity Markets – Development of Securities Market in India – Security Market Indicators – Major Stock Exchanges – Integration of Stock Exchanges – Listing of Securities – Trading Procedure – Compulsory Demat – Clearing and Settlement Procedure.

#### **Sources of Financial Information:**

Sources of Economic Data – Sources of Market Data – Sources of Company Data – Sources of International Economic Data.

#### **Fundamental Analysis:**

Objectives and Beliefs of Fundamental Analysis – Framework for Fundamental Analysis – Concept of Intrinsic Value – Economic Forecasting Methods – Industry Analysis – Key Characteristics in an Industry Analysis – Industry Life Cycle – Business Cycle Analysis – Structural Analysis – Company Analysis.

#### **Impact of Changes in Accounting Policies:**

Changes in Accounting Policies – Depreciation – Valuation of

Fixed Assets – Foreign Exchange Transactions – Amortization of Preliminary and other Expenses – R&D Expenditure – Valuation of Inventory – Treatment of Gratuity – Lease Accounting.

#### **Equity Valuation Models:**

Valuation Methods – Dividend Discount Models – Measures of Relative Value – Price/Earnings Ratio – Price/Book Value Ratio – Price/Sales Ratio – Free Cash Flow Model to Equity Model – Quantitative Analysis – Value Added Concept – Economic Value Added –Market Value Added – Evaluation of Security Analysis – Minority Interests and Discounts.

#### **Technical Analysis:**

Concept of Technical Analysis – Fundamental Analysis vs Technical Analysis – Technical Trading Rules and Indicators – The Dow Theory – Charting – Price Patterns – Trendlines – Advanced Technical Tools – Pitfalls in Interpretation of Charts.

#### **Efficient Market Hypothesis:**

Concept of Efficiency of the Stock Markets – Forms of EMH – Empirical Tests of EMH in the Indian Market – Description of Tests of EMH.

#### **Bond Valuation:**

Strategic Role of Bonds from an Investor's Point of View – Bond Terminology – Types of Bonds – Value of Bond – Bond Yield Measures – Bond Price Analysis – Risks Associated with Bonds – Forecasting Interest Rates and Determinants of Interest Rates – Theories of Interest Rates – Analysis of Deep Discount Bonds – Analysis of Convertible Bonds – Analysis of Tax-Sheltered Fixed Investment Avenues.

#### **Risk Measurement Tools:**

Types of Risks – Duration – Immunization of Risk – Convexity – Term Structure of Interest Rates – Term Structure Models – Yield Spread Analysis – Hedging – Credit Risk – Credit Rating – Credit Analysis for Corporate Bonds.

**Derivative Markets:** Futures Contracts – Interpretation of Futures Price Quotations – Trading Mechanism of Futures – Clearing and Settlement of Futures – Interest Rate Derivatives in India – Motives behind using Futures – Commodity Futures in India – Options Markets – Options Terminology – Trading in Options – Options Markets in India – Settlement of Options Contracts – Swap Markets.

**Bonds with Warrants and Embedded Options:** Bonds with Warrants – Convertible Bonds – Callable Bonds – Floating Rate Notes – Dual Currency Bonds – Equity Index-linked Notes – Commodity-linked Bull and Bear Bonds – Swap-Linked Notes.

**Real Assets:** Real Assets – Appraisal of Real Assets – Approaches to Estimate the Market Value – Methods to Calculate the Capitalization Rate – Subjective Factors Affecting the Value of Real Estate.

**Mutual Funds:** The Concept and Objectives of a Mutual Fund – Types of Mutual Funds – Advantages of Mutual Funds – Mutual Fund Services – Organization and Management of Mutual Funds – The Mutual Fund Scene in India.

### Portfolio Management – I & II

#### Part I: Portfolio Management

##### Introduction to Portfolio

**Management:** Meaning of Investment – Necessity of Investment Policy – Inputs to a Policy Statement – Investment Motives or Goals – Risks in Investment – Need for Portfolio Management – The Process of Portfolio Management.

**Investment Policy:** Different Types of Investors, their Needs and Weaknesses – Implementing Investment Strategies – Investment

Objectives and Constraints of Different Types of Investors – Psychology of Risk – Significance of Behavioral Finance – Individual Investors – Institutional Investors – Drivers of Investment Policies – Setting Objectives for the Institutional Investors – Investment Policies of the Institutional Investors – Investment Management Mandate.

**Capital Market Expectations:** Forecasting the Capital Market Environment – Macroeconomic Variables Affecting Capital Market Expectations – Short-Term Forecasting Techniques – Impact of Inflation – Nature of an Effective Forecast.

**Asset Allocation: Policies and Procedures:** Asset Allocation Process – Types of Asset Allocation – Asset Allocation – Management Style – Different Approaches to Asset Allocation Decision – Asset Allocation Techniques.

**Capital Market Theory:** Markowitz Model and Efficiency Frontier – Evolution of Capital Asset Pricing Model – Dominant Portfolio – Separation Theorem – Capital Market Line – CAPM – Security Market Line – Non-Standard Forms of CAPM – Application of CML and CAPM.

**Arbitrage Pricing Theory:** Arbitrage Pricing Model – Arbitrage Mechanism – Empirical Tests of APT – Comparison of CAPM and APT – Applications of APT.

**Portfolio Analysis:** Components of Risk and Return – Systematic and Unsystematic Risk – Beta of a Portfolio – Portfolio Diversification – Marginal Productivity of Incremental Assets – Perils of Excessive Diversification.

**Optimal Portfolio Selection:** Concept of Indifference Curves – Efficient Set Theorem –

Optimal Portfolio Selection – Using Lagrangian Multiplier, Using Sharpe's Optimization Model.

#### Other Portfolio Selection

**Models:** Investor Preference Functions – Economic Properties of Utility Functions – Applicability of the Utility Functions – Alternative Models of Portfolio Selection.

**Portfolio Revision:** Pitfalls to be Avoided in Portfolio Revision – Portfolio Revision Techniques – Selection and Revision of Equity Portfolios.

#### Measuring and Evaluating Portfolio Performance:

Meaning and Importance of Portfolio Performance Measurement – Measures of Return – Buying the Index Approach – Linking Jensen's Alpha and Fama's Total Selectivity – Performance Attribution Analysis – Monitoring Influence of Asset Allocation Decisions – Performance Evaluation of the Portfolio Manager – Evaluating Asset Class Managers.

**Equity Portfolio Management:** Efficient Market Hypothesis – Passive vs. Active Management Strategies – Types of Passive Portfolios – Active Management Styles and Strategies – Combining Active and Passive Styles – Factor-based Approach – Equity Style Management – Book Value/Market Value Ratio.

#### Fixed Income Portfolio

**Management:** Fixed Income Portfolio Management Strategies – Passive Management, Semi-active Management, Active Management – Use of Derivatives in Fixed Income Portfolio Management – International Fixed Income Portfolio Management.

#### Managing a Property Portfolio:

The Role of Property Portfolio in a Diversified Portfolio – The



Property Investment Decisions  
– Microeconomic Influences on  
Property Returns –  
Macroeconomic Influences on  
Property Returns.

**Portfolio Management Using  
Futures:** Features of Index  
Futures Contracts – Pricing of  
Index Futures Contracts – Stock  
Index Arbitrage – Portfolio  
Strategies Using Index Futures  
– Modifying Expectations with  
Futures and Options – Portfolio  
Insurance – Perils of Using  
Futures to Hedge Portfolio Risk  
– Trading of Index Futures in  
India – Hedging with Interest  
Rate Futures.

**Portfolio Management Using  
Options:** Generic Terms Used  
in Options – Factors Influencing  
Option Prices – Elementary  
Investment Strategies – Trading  
Strategies of Options –  
Arbitrage with Options –  
Option Pricing Models –  
Evaluation of Option Based  
Investment Strategies.

**Alternative Investments:**  
Selection of the Alternative  
Investment – Advantages of  
Alternative Investments –  
Private Equity Investing –  
Evolution of Venture Capital  
Industry in India – Hedge  
Funds – Role of Alternative  
Assets in a Traditional Portfolio.

**International Diversification:**  
Diversification Benefits of  
International Investments –  
Hedging Foreign Exchange Risk  
– International Fixed Income  
and Equities – Managing a  
Portfolio of International  
Assets.

**Management of Investment  
Institutions:** Behavioral Style  
Analysis – Return Based Style  
Analysis – Comparison of  
Investment Style – Strategies for  
Allocating Funds among  
Different Styles – Risks,  
Controls and Prudential Issues.

**Accounting for Derivatives:**  
Underlying Principles in the  
New Standard – Terminology  
used in SFAS-133 – Contracts  
Not Subject to SFAS-133 –  
Derivatives that Serve as

Impediments to Sales  
Accounting – Necessary  
Accounting Entries –  
Translation of Foreign Currency  
Transactions.

**Financial Planning Process:**  
Utilities of Personal Financial  
Planning Techniques – The  
Personal Financial Planning  
Process – Planning for a Life  
Time – The Financial Planning  
Environment – Various  
Determinants of Personal  
Income.

**Financial Statements and  
Plans:** The Role of Financial  
Statements in Financial  
Planning – Time Value of  
Money – Preparing Personal  
Balance Sheet and Income and  
Expense Statement – Using  
Personal Financial Statements –  
Ratio Analysis – Preparing a  
Cash Budget.

**Managing Taxes:** Basic  
Concepts of Income Tax –  
Personal Taxation –The Main  
Provisions of the Income Tax  
Act, 1961 – The Main Provisions  
of the Wealth Tax Act, 1957 –  
Filing Returns –Permanent  
Account Number – Tax  
Planning.

**Planning for Investments:**  
Meaning and Purpose of  
Investment – Various  
Investment Vehicles – Factors  
Considered in the Choice of  
Investments – Developing  
Investment Strategy.

**Investing in Equities:** The  
Structure of Capital Markets in  
India and the US – The  
Structure of Primary and  
Secondary Markets – The  
Evolution of the Stock Markets  
– Mechanism of Trading in the  
Secondary Market – Basic  
Terms of Investment Valuation  
– Portfolio Management  
Services – Emerging Issues like  
Online Trading of Stocks.

**Retirement Planning:** The  
Basics of Retirement Planning –  
Sources of Retirement Income –  
Types of Annuities and  
Annuity Schemes – Pension  
Funds.

**Estate Planning:** Objectives of  
Estate Planning – Need for  
Estate Planning – Estate  
Planning Process – Using Wills  
for Estate Planning – Using  
Trusts for Estate Planning.

## **Part II: Mutual Funds**

**Evolution of Mutual Funds:**  
Introduction to Mutual Funds –  
Mutual Funds Industry in India  
– Factors Conducive to Growth  
of Mutual Funds Industry.

**Mutual Funds in India:** The  
Different Types of Mutual  
Funds – The Players in the  
Mutual Funds Industry – The  
Structure of Mutual Funds –  
Organization and Management  
Pattern of UTI – Tax Treatment  
and Benefits – The Role of  
Mutual Funds in the Financial  
Market.

**Regulation of Mutual Funds:**  
UTI Act, 1963 – The Indian  
Trust Act, 1882 – Companies  
Act, 1956 (for a Trust Company)  
– SEBI (Mutual Funds)  
Regulation Act, 1996 –  
Launching of a Scheme –  
Investments – The Role of the  
AMFI.

**Mutual Fund Prospectus and  
Balance Sheet:** How to Read a  
Prospectus of a Mutual Fund? –  
How to Read and Analyze a  
Balance Sheet of a Mutual Fund.

**Investment Strategies of  
Mutual Funds Investors:** How  
to Evaluate a Mutual Fund? –  
How to Select Different Mutual  
Funds Schemes? –  
Understanding the Nature of  
Risks Involved in Mutual Funds  
Investment – Steps to Choose  
the Right Mutual Funds  
Scheme.

**Marketing and Investment  
Aspects of Mutual Funds:**  
Marketing Aspects of Mutual  
Funds – Investment Aspects of  
Mutual Funds.

**Performance of Mutual Funds:**  
Performance of Mutual Funds  
in the USA – Performance  
Analysis of Indian Mutual Fund  
Industry.

**Future Scenario of Mutual Funds Industry:** Indian Scenario and the Future Perspective.

**Wealth Management**

Introduction to Wealth Management – Understanding the Wealth Management Process – Private Banking – Client Profiling – Financial Planning – Investment and Investment Products – Risk Analysis of Investment Products – Alternate Investment Options – Asset Allocation – Mutual Funds – Portfolio Management Options and Performance Measurement of Portfolios – Performance Evaluation of the Portfolio Manager – Marketing of Financial Products – Relationship Marketing – Behavioral Skills for Wealth Management – Understanding Investor Psychology – Client Objection Handling – Financial Scams and Frauds – Investor Awareness – Regulation.

**Module – IV**

**Business Policy & Strategy**

**Overview of Strategic Management**

**Introduction to Strategy:** The Evolution of the Concept of Strategy; The Three Levels of Strategy; Developing a Strategic Perspective.

**Strategic Management:** Introduction to Strategic Management; The Process of Strategic Management; Components of Strategy Formulation; Strategic Decision-making.

**Strategic Analysis and Strategy Formulation**

**Vision, Mission, and Social Responsibility:** Vision and

Mission; Formulating a Mission Statement; Social Responsibility.

**External Environment Analysis:** The Remote Environment; The Operating Environment; Porter's Five Forces Model; Structural Analysis and Competitive Strategy.

**Internal Environment Analysis:** Strategy and Internal Analysis; Analyzing Departments and Functions; Analyzing Management; Culture; Value Chain Analysis.

**Objectives, Grand Strategies, and Functional Strategies:** Objectives; Grand Strategies; Functional Strategies.

**Generic Competitive Strategies:** Overall Cost Leadership; Differentiation; Focus; Choice of a Generic Strategy; Pitfalls of Generic Strategies; Strategic Lock-In; Competitive Strategies in Different Types of Industries.

**Strategic Analysis and Choice:** Criteria for Evaluating Strategic Alternatives; Strategic Analysis at the Corporate Level; Strategic Analysis at the Business Unit Level; Behavioral Considerations Affecting Strategic Choice; Contingency Approach to Strategic Choice.

**Strategy Execution and Control**

**The Value Chain and Competitive Scope:** Primary and Support Activities; Configuring the Value Chain; Sustainable Competitive Advantage; Competitive Scope and the Value Chain; The Value Chain, Industry Structure, and Departmental Structure.

**The Value Chain and Generic Strategies:** The Value Chain and Cost Analysis; Cost Behavior; Linkages; Cost Advantage; Pitfalls in Cost

Leadership Strategies; Differentiation Strategies; Buyer Value and Differentiation

**Strategy and Structure:** Organization Structure; Responsibility Structure; Aligning Structure to Strategy.

**Strategy Execution and Organizational Culture:** The Significance of Organizational Culture; Institutionalization of Organizational Culture; Culture and Organization Structure; Culture and Style of Management; Culture and Power; Culture and Change.

**Strategic and Operational Control:** Control Systems – An Overview; Strategic Control; The Balanced Scorecard; Operational Control; Benchmarking; Re-engineering.

**Organizational Roles in Strategic Management:** The Role of the Strategy Team; General Managers and Strategic Management; The Board of Directors and Strategic Management.

**Strategic Change**

**Corporate Restructuring – An Overview:** Forms of Corporate Restructuring; Numerator and Denominator Management; Turnaround Management.

**Joint Ventures and Strategic Alliances:** Introduction to Joint Ventures; The Rationale for Joint Ventures; Reasons for the Failure of Joint Ventures; Introduction to Strategic Alliances; Making Alliances Work; The Advantages and Disadvantages of a Strategic Alliance.

**Mergers and Acquisitions:** Types of Mergers; The Economic Rationale for Mergers and Acquisitions; Industry Life Cycle Stages and M&A Activity; Cross-border Mergers and Acquisitions; M&A – Success and Failure.

**Divestitures and Anti-Takeover Defense:** Motives for Divestitures; Assembling the Divestiture Team; Preparing for the Divestiture; The Selling Process; Takeover; Anti-Takeover Defense Mechanisms.

**Managing Strategic Change:** Forces for Change; Types of Change; The Change Process; Resistance to Change; Implementing Strategic Change; Power; Politics; Effects of Power and Politics on Strategic Change.

**Challenges for the 21st Century:** Global Competitiveness in the New Millennium; Considerations for Strategists in the 21st Century; Emergence of the Knowledge Worker; E-Business: The Central Challenge; The CEO in the New Millennium.

### International Business

**International Business – An Overview**

**International Trade:** Classical Trade Theories; Modern Trade Theories; WTO and its Role in World Trade.

**International Finance & Economics:** Foreign Exchange; Risk In International Business; Balance of Payments (BoP); India's Balance of Payments Situation; India's Trade Policy.

**Funding Institutions:** International Monetary Fund (IMF); Asian Development Bank (ADB); World Bank.

**Competitive Strategy in International Business:** Porter's Industry Analysis; Principles of Competitive Strategy; Strategies for Companies Operating in International Markets.

**Strategy, Structure and Systems in MNCs**

**Introduction to MNCs:** Defining MNCs; Characteristics of MNCs; Types of MNCs; Growth of MNCs; Evolution of MNCs.

**Strategy and MNCs:** The Firm as a Value Chain; The Role of

Strategy; Transferring Core Competencies; Realizing Location Economies; Realizing Experience Curve Economies; Pressures for Cost Reductions and Local Responsiveness; Multinational Strategy; International Strategy; Global Strategy.

**Modes of Entry and Strategic Alliances:** Modes of Entry to Foreign Markets; Selecting an Entry Mode; Strategic Alliances; Making Alliances Work.

**Organizational Structure of MNCs:** Defining Organizational Structure; Vertical Differentiation; Horizontal Differentiation; Network Structure.

**Control and Coordination in MNCs:** Definition of Control and Implications; Establishing Control Systems; The Degree of Control; Balance between HQ and Subsidiary; Degree of Centralization and Amount of Autonomy; Types of Control Systems in MNCs; Control Systems and Strategy; Synthesizing Strategy, Structure and Systems.

**Managing Business Functions in MNCs**

**Marketing Management in MNCs:** Product Attributes that have to be considered by MNCs; Distribution Strategies adopted by MNCs; Pricing Strategies adopted by MNCs; Communication Strategies of MNCs.

**Operations Management in MNCs:** Where to Manufacture; Making Global Sourcing Decisions; Transfer of Knowledge from Home Country to the Host Country; New Product Development; Facilitating Innovations in Subsidiaries.

**Human Resource Management in MNCs:** HR Policies in MNCs; Types of Staffing Policies in MNCs; Employing

Expatriates in MNCs; Developing Local Talents; Training and Development in MNCs; Compensation in MNCs; Performance Appraisal in Subsidiaries; Domestic HR Strategies Pursued in Subsidiaries; Subsidiaries' Autonomy in Decision-making; Labor relations in MNCs; Developing a Culturally Synergistic Approach to HRM.

**Financial Management in MNCs:** The Foreign Exchange Market; Exchange Rates; Corporate Response to Exchange Rate Fluctuations; Risk Management; Risk in International Business; International Tax Planning; Transfer Pricing; International Cash Management.

**Emerging Issues in MNCs**

**Enterprise Risk Management in MNCs:** Enterprise Risk Management: Definition and Process; Operational and Strategic Risk; Political and Country Risk; Market Risk; Project Risk; Technological Risk; Environmental Risk; Business Continuity Plan.

**Towards Transnational Companies:** Managing Complexity through Flexible Coordination; Characteristics of Transnational Organizations; Developing Transnational Managers; Managing the Transnational Process.

**Doing Business Ethically:** Stakeholders' Expectations; Environmental Management in MNCs; Dealing with Corruption and Bribery; Marketing Issues; Human Rights Violations by MNCs; Corporate Governance in MNCs.

**Challenges of Globalization:** The Globalization Movement; Market Dynamics; Customer Centricity in Globalization; Customer Value Expectation; Global Customization; Global Customer Loyalty; Improving Global Customer Service; Pitfalls of Global Marketing.

**Management Control Systems**

**Introduction to Management Control Systems**

**Fundamentals of Management Control:** Management Control – An Overview; Objectives of Management Control; Schemes for Classifying Management Controls; Contextual Factors Influencing Management Control.

**Design of Organization Structure and Control Systems:** Organization Structure; Responsibility Structure; Designing Control Systems; Management Control of International Businesses; Management Control of Non-Profit Organizations; Control Systems for Empowerment, Innovation, and Creativity.

**Strategic Performance Control:** Strategy and Control; Information Technology and Systems for Strategic Control; The Balanced Scorecard.

**Selected Techniques for Management Control**

**Budget as an Instrument of Control:** Formulation and Administration of Budgets; Budgeting – The Human Dimension; Types of Budgets; Zero-based Budgeting.

**Business Performance: Targets, Reporting, and Analysis:** Introduction to Targets and Performance Tracking; Factors Affecting Business Performance; Performance Reports; Performance Analysis.

**Auditing:** Categories of Audits; Financial Statement Audit; Internal Audit, Fraud Auditing, and Forensic Accounting; Management Audit; Social Audit and Environmental Audit; The Auditing Process; Benefits and Limitations of Auditing.

**Transfer Pricing:** The Concept of Transfer Pricing; Factors Influencing Transfer Pricing; Methods of Calculating Transfer Prices; Administration of Transfer Prices; The Indian Perspective.

**Management Control – The Ethical Perspective**

**Business Ethics and Management Control:** Ethical Behavior in Organizations; Management Control and Ethical Issues in Different Functions; Regulating Ethical Conduct.

**Management Control – Functional Perspectives**

**Financial Control of the Enterprise:** Introduction to Financial Controls; Tools of Financial Control; Controlling Assets Employed in the Business; Financial Information Systems and Control; Roles in Financial Control and Accountability.

**Marketing Control:** Types of Marketing Controls; Marketing Audit; Sales Control; Distribution Control; Marketing Communications Control; Marketing Control in Branding; Information Systems for Marketing Control.

**Management Control of Production and Operations – I:** Control of Production and Operations – An Overview; Production Controls; Operations Controls; Supply Chain Management; Information Systems in Production and Operations Management

**Management Control of Production and Operations – II:** Controlling Cost of Operations; Enhancing Organizational Performance; Operational Audit; Safety Audit.

**Management Control of Service Operations:** Characteristics of Services;

Generic Techniques for Control of Services; Classification of Service Organizations; Control of Different Categories of Service Organizations.

**Management Control of Projects:** Introduction to Project Control; Project Overview Statement as the Basis for Control; Project Plan as the Primary Control Mechanism; Organizing for Project Control; Control of Project Execution; Overall Change Control; Project Auditing; Conservation and Utilization of Resources.

**Management Control of Research and Development:**

Dilemmas in Controlling Research and Development; Impact of Culture on R&D and Innovation; Measurement and Control of R&D; Management Control of New Product Development.

**Control of Human Resource Management:** Human Resource Planning; Control of the HR Department's Functions; Selected Techniques for Assessing Effectiveness of HRM; The Workforce Scorecard; Human Resource Information Systems for Control.

**Control and Governance of Information Systems:** Overview of Control of Information Systems; Information Technology Governance; Management Control of Information Systems; Application Control of Information Systems; Information Systems Audit; Business Continuity and Disaster Recovery.

**Implementation Issues**

**Implementation of Management Control Systems:** Operationalizing a Management Control System; Organizational Roles Involved in Implementation; Challenges in Implementation; Impact of

Organizational Life Cycle on Control Systems.

### Leadership & Change Management

#### The Mystique of Leadership

##### Understanding Leadership:

The Difference between Leadership and Management; Evolution of Leadership Theories; Attributes of Effective Leaders.

**Leadership Styles:** Leadership Styles; Likert's Four Styles; Tannenbaum & Schmidt Continuum of Leaders Behavior; The Impact of Leadership Styles on Work Climate.

**Leadership Skills and Tactics:** Persuasion Skills; Motivational Skills; Conflict Resolution Skills; Leadership Tactics.

#### Path to Leadership

##### Leading a Learning

**Organization:** Learning; The Learning Organization; Leading a Learning Organization.

##### Coaching Leaders:

Demystifying Coaching; The Leader as a Coach; Improving as a Coach.

##### Developing Performing

**Teams:** Moving from Command and Control to Teamwork; Understanding Teams and Teamwork; Principles of Great Teams; Team Size and Skills; Leadership Approaches that Foster Team Performance; Team Learning.

##### Leadership Succession:

Leadership Succession: An Overview; Importance of the Right CEO; Insider Vs Outsider for CEO Job; Choosing The Right CEO; Women CEOs.

##### Leadership Culmination

##### Level 5 leadership:

Classification of Leaders; Characteristics of Level 5 Leaders; Operating Style of Level 5 Leaders.

##### Narcissistic Leaders:

Understanding Narcissism; Characteristics of Narcissistic Leaders; Operating Style of Narcissistic Leaders; Balancing a Narcissistic Leader.

##### Leadership Challenges:

Challenges of Knowledge Work; Realities of E-commerce Environment; Managing Diversity.

##### Change Mastery

##### Understanding Change:

Evolution of an Organization; Factors that Inhibit Change; Classification of Change; Mode of Change.

##### Implementing Change:

Transforming an Organization; Understanding Organizational Culture; The Need to Change Culture; Changing the Culture.

**Change Agents:** CEOs as Change Agents; Middle-level Managers as Change Agents; HR Personnel as Change Agents; Consultants as Change Agents.

**Disruptive Innovation:** The Rise and Fall of Great Companies; Disruptive Innovation; Factors that Affect Disruptive Innovation; Creating the Capabilities to Cope with Disruptive Innovation; Target Market for Disruptive Innovation.

### Ethics & Governance

#### Business Ethics

##### Business Ethics: An Overview:

Ethics: An Overview; Nature of Ethics; Objectives of Ethics; Business Ethics; Nature of Business Ethics; Relationship between Business and Ethics;

Stages of Ethical Consciousness in Business; Need for Business Ethics.

##### Importance of Ethics in

**Business:** Ethical Theories; Market System; Importance of Trust in Business Relations; Integrative Social Contract Theory.

##### The Ethical Organization and its Corporate Code:

The Ethical Organization – An Overview; Judging the Ethical Nature of an Organization; Corporate Code; The Development of Corporate Code; Implementation of Corporate Code.

**Ethics and Rule of Law:** The Rule of Law – An Overview; Relationship between Law and Moral Standards; Formulation of Law; Problems of Transforming Moral Standards to Legal Requirements.

##### Business Ethics and

**Environment:** Environmental Ethics; Environmental Issues; Greening; Green Initiatives.

#### Management and Ethics

##### Ethical Issues in Strategic

**Management:** Strategic Management – An Overview; Ethical Issues in Strategic Management; Ethical Decision-Making Model; Principles Underlying an Ethical Approach to Strategic Management.

##### Ethical Issues in Marketing

**Management:** Ethical Issues in Marketing Management; Ethical Issues in Marketing Strategy; Ethical Issues in Marketing Mix; Marketing Research.

##### Ethical Issues in Operations

**Management:** Role of Operations Manager; Ethical Issues at Workplace; Quality Control – Ethical Dilemmas; An Analytical Framework for Ethical Problems in Operations Management.

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**Ethical Issues in Purchase**

**Management:** Role of Purchase Manager; Ethical Issues in Purchasing; Code of Ethics – Purchasing.

**Ethical Issues in Human**

**Resource Management:** Nature of Employment Contract; Hiring – The Principal of Ethical Hiring; Equality of Opportunity; Ethics and Remuneration; Ethics in Retrenchment.

**Ethical Issues in Finance:**

Importance of Financial Statements; Ethical Issues in Mergers and Acquisitions; Insider Trading; Money Laundering.

**Ethical Issues in Accounting**

**and Other Functions:** The Importance of Financial Statements; Types of Financial Accounts; Importance of Transparency in Disclosure; Role of Accountants; The Rules Regulating the Professional Conduct of Accountants; Ethical Issues in Information Technology; Importance of Software Audits.

**Ethical Dilemmas at**

**Workplace:** Dilemmas at Work; Ethical Dilemmas; Resolving Dilemmas.

**Ethical Issues in Global**

**Business:** Multinational Company – An Overview; Ethical Issues in Multinational Companies (MNCs); Ethical Issues in Various Countries; Regulatory Actions in Acquisitions of Global Business; Social Obligations in Global Business.

**Corporate Social  
Responsibility**

**The Role of Business in**

**Society:** The Tasks of Business in Society; The Social Challenge; Standards and Values.

**Corporate Responsibility –  
Stakeholders Stakeholders –**

An Overview; Internal Stakeholders; External Stakeholders.

**Corporate Governance**

**Corporate Governance – An**

**Overview:** Issues in Corporate Governance; Definition of Corporate Governance; Difference between Corporate Governance and Corporate Management; Theories of Corporate Governance; Models of Corporate Governance; Evolution of Corporate Governance.

**Corporate Governance – Board**

**Structures and Styles:** Types of Directors; Types of Board Structures; Issues in Designing a Board; Styles of Functioning of Boards.

**Corporate Governance – Roles  
and Responsibility of**

**Directors:** Role of Directors; Responsibilities of Directors; Duties of Directors; Role of Chairman; The Functions of Chairman; Role of CEO; The Functions of CEO; Functions of the Board; Committees of the Board.

**Corporate Governance – Codes**

**and Laws:** Self-Regulatory Codes; Reports of Committees on Corporate Governance; Corporate Governance – Company Law.