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.


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.


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; Standard Letter Parts; Special Letter Parts; Memorandum Formats.


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


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
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

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; Phillips 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(614,954),(998,997)


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.


Module – II

Marketing Management

Understanding Marketing Management and Buyer Behavior


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;
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:

Job Analysis and Design:
Concept of Job Analysis; Process of Job Analysis; 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.


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


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.


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.


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.

MIS Implementation: Planning the Implementation Process; Challenges in MIS Implementation; MIS Control and Maintenance.

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.
Operations Management and Operations Strategy:

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 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 Administration; 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.

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 Strategy; 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.


Marketing Program Development


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-Orientation; 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
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.

### 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:

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.

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 Advertisements and Infomercials; Regulations; The Economic Effects of Advertising.

**ELECTIVES IN HRM**

Module – III

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<th>Strategic Human Resource Management</th>
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**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.


Performance Measurement & Reward System


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 Manager

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.


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


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.


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; Team 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
ELECTIVES IN FINANCE

Module – III

Strategic Financial Management


International Finance


Investment Management

Wealth Management


Investment Banking & Financial Services


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


Legal Aspects of Leasing:

Tax Aspects of Leasing:

Lease Evaluation: The Lessee’s Angle:

Lease Evaluation: The Lessor’s Angle:

Lease Accounting and Reporting:

Hire Purchase:

Consumer Credit:

Factoring and Forfaiting:

Securitization:

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

Real Estate Financing: Risk and Return:

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:

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


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.


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

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 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 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
The strategic importance of development and organization:
Product and service capabilities; Deploying operations performance mapping; Direct improvement; Setting the Development and Improvement strategy:
Evaluating process technology product
much is joined together?; The coupling/connectivity technology do?; Degree of automation technology; Degree of capacity of each unit of strategy?; Scale/scalability What is process technology
Process technology strategy:
Management.
relationship?; Network supply; Which type of based supply; Partnership Do or b decision strategy?; The outsourcing What is supply network
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:
Requirement Analysis:
Definition, Fact finding techniques, Tools for documenting procedures and decisions, Decision tree, Decision table, Structured English.
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.
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


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 - Aggregations, Data Warehousing and Data Marting:

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


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


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.

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.


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.


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-Markets

E-Procurement
Operating Resource Procurement; Procurement...
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;

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


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.


Part III: Exchange Risk Management


Part IV: International Projects


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


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).


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.

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

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

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.

Managing 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.

The ICFAI University, Sikkim
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

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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 Sociocultural 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; Octospace 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;

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; Trans 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
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

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

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
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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
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Organizational Structure of MNCs
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Operations Management in MNCs
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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.

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.

Module – III

Security Analysis – I & II


Sources of Financial Information: Sources of Economic Data – Sources of Market Data – Sources of Company Data – Sources of International Economic Data.


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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.


Part I: Portfolio Management


Portfolio Revision: Pitfalls to be Avoided in Portfolio Revision – Portfolio Revision Techniques – Selection and Revision of Equity Portfolios.


Managing a Property Portfolio: The Role of Property Portfolio in a Diversified Portfolio – The

**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.


**Planning for Investments**: Meaning and Purpose of Investment – Various Investment Vehicles – Factors Considered in the Choice of Investments – Developing Investment Strategy.


**Part II: Mutual Funds**

**Evolution of Mutual Funds**: Introduction to Mutual Funds – Mutual Funds Industry in India – Factors Conductive to Growth of Mutual Funds Industry.


**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.
Responsibility:
Vision, Mission, and Social
Formulation
Strategic Analysis and Strategy
making.
Formulation; Strategic Decision
Components of Strategy
Strategic Management;
Management; The Process of
Introductio
Strategic Management:
Perspective.
Strategy; Developing a Strategic
Strategy; The Three Levels of
Evolution of the Concept of
Introduction to Strategy:
Management
Overview of Strategic
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
Cost and Cash 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 Divestiture; 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; 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


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.


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.
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

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.