

ICFAI University Tripura Distance Education

ICFAI Distance MBA Syllabus:-

GROUP A

Introduction to Management – Paper I (Max Marks: 100, Duration: 3 Hrs)

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; Emerging Approaches in Management Thought.

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.

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.

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 Organization 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 Entrepreneurship and Intrapreneuring.

Introduction to Management – Paper II (Max Marks: 100, Duration: 3 Hrs)

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.

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.

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

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

Productivity and Operations Management Production and Productivity; Productivity Problems and Measurement; Operations Research, Production and Operations

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.

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.

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

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

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

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

International Management Reasons for Going International; International Management Functions; Japanese Management; Theory Z; Multinational Corporations.

Managerial Effectiveness – Paper I (Max Marks: 100, Duration: 3 Hrs)

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 Types of Interviews; Planning the Interview; Conducting the 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.

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; Strong Appeal or Urgency.

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

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

Writing Effective Memos and E-mails Fundamentals of Effective Memos and E-mails; Categories of Memos; Memos about the Unpleasant; Persuasive Memos; E-mails; E-mail Etiquette.

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

The Framework of a Report The Elements of a Report; The Text of the Report.

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

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

Review of Writing Skills Sentence Structure; Punctuation; Paragraphs; Compositions; Steps in Essay Writing.

Managerial Effectiveness – Paper II (Max Marks: 100, Duration: 3 Hrs)

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.

Emotional Intelligence in Management Nature of Emotional Intelligence; Evolution of Emotional Intelligence; Components of Emotional Intelligence; Analyzing the Impact of Emotions in Workplace; Application of Emotional Intelligence in 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 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.

GROUP B

Organizational Behavior - Paper I (Max Marks: 100, Duration: 3 Hrs)

FUNDAMENTALS OF ORGANIZATIONAL BEHAVIOR

Understanding Organizational Behavior Definition of Organizational Behavior; Management Roles; Management Skills; Generalization about Behavior; Consistency Vs Individual Differences; Theoretical Frameworks; Challenges and Opportunities for Organizational Behavior; Environmental

Challenges: Globalization, Information Technology, Total Quality, and Diversity and Ethics; 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 Communications 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 Operation; How Culture Influences International OB; Managing a Global Workforce: Cultural Adaptation; Differences in Managerial Leadership Across Cultures; Cultural Contingencies and Productivity.

Personality and Attitudes Meaning of Personality; Personality Determinants; Other 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; Sensation Vs. Perception; Subprocesses 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.

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.

Organizational Behavior - Paper II (Max Marks: 100, Duration: 3 Hrs)

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

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

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

Decision Making The 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; Distinctions 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 Organizations; Learning Culture; Changing Organizational Culture.

Organizational Change Forces of Change; Managing Planned Change; The 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 Organization Development Definitions and Concepts of Organization Development; History of Organization Development; Nature of Organization Development; Client-Consultant Relationship.

Organization Development Interventions Meaning of OD Interventions; Types of OD Interventions.

Future of Organizational Development Strengths of Organizational Development ; The Future of OD: Leadership and Values; Knowledge about OD; OD Training; Interdisciplinary Nature of OD; Diffusion of OD Techniques; Integrative Practice; Rediscovering and Recording History; Possible Changes in OD Processes and Practices.

Business Economics – Paper I (Max Marks: 100, Duration: 3 Hrs)

Introduction to Microeconomics Nature and Scope of Economics; Relevance of Microeconomics; Difference between Micro & Macro Economics; Scarcity and Choice; Production Possibility Curve; Partial Equilibrium and General Equilibrium Analysis; Economics and Business.

Theory of Demand and Supply Demand Theory; Elasticity of Demand; Supply Theory; Elasticity of Supply; Equilibrium of Demand and Supply.

Consumer Behavior Choice and Utility Theory; Law of Diminishing Marginal Utility; Equi-Marginal 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 and Production Function; Break Even Analysis; Shutdown Point; Economies of Scale.

Perfect Competition Characteristics of a Perfectly Competitive Market; Supply and Demand in Perfect Competition; Short Run Equilibrium of the Competitive Firm; Long Run Equilibrium of the Competitive Firm; Efficiency of Competitive Markets; Effects of Taxes on Price and Output.

Imperfect Competition Imperfect Competition; Monopoly; Monopolistic Competition; Oligopoly.

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

Interest and Profit The Concept of Interest; Theories of Interest; The Concept of Profit; Theories of Profit; Profit Policies; Economic Progress and Profits.

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

Business Economics – Paper II (Max Marks: 100, Duration: 3 Hrs)

Introduction to Macroeconomics Developments of Macroeconomics; Objective and Instruments of Macroeconomics; Instruments of Macroeconomics Policy; Basic Concepts in Macroeconomics.

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

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

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

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

Monetary Policy Objectives of Monetary Policy; Relevance 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.

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

Banking and Money Supply Indian Financial System; The Banking System; Money Supply; The Components of Money Supply; The Money Multiplier Approach; Creation of Money and Banking System; Equilibrium in Money Market.

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

Economic Indicators The Concept of Economic Indicators; Features of Economic Indicators; Classification of Economic Indicators.

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

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

GROUP C

Marketing Management – Paper I (Max Marks: 100, Duration: 3 Hrs)

Marketing: The Development of a Concept Definition of Marketing; Evolution of Marketing ; Marketing Myopia; Marketing Dynamics; Significance of Marketing; Structure of the Book.

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 Environmental 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; The Classification of Organizational Markets; Factors Influencing Organizational Buying ; Participants in Organizational Buying; Procurement Process; Stages of Buying; Using Standard Industrial Classification Codes.

Marketing Research, MkIS and Demand Forecasting Meaning and Scope of Marketing Research; The Marketing Research Process; Barriers between Marketing Researchers and Managerial Decision- makers; The Importance of Ethical Marketing Research; 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 Scope and Importance of Strategic Planning; 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 Strategy; Designing Competitive Strategies; Competitive Intelligence System; Total Quality Management.

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.

Marketing Management – Paper II (3 hours: 100 marks)

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; 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.

Channels of Marketing Nature of Marketing Channels; Role of Marketing Channels; Functions of Marketing Channels; Designing Distribution Channels; Channel Management; Channel Dynamics; Multichannel Marketing System; Channels and Conflicts.

Logistics and Wholesaling Objectives of Market Logistics; Market Logistic Decisions; Functions of Warehousing; Types 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; Marketing Communication Integration and Coordination; Future of Marketing Communication.

Advertising, Sales Promotion and Public Relations Benefits of Advertising; Developing an Advertising Program; Evaluation of Advertising Effectiveness; 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.

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; Marketing Strategies of MNCs in India.

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

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

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

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

Information Technology & Systems – Paper I (Max Marks: 100, Duration: 3 Hrs)

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

Personal Productivity Software Word Processing Software; Spreadsheet Software; Presentation Graphics Software.

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

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

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.

Information Technology & Systems – Paper II (Max Marks: 100, Duration: 3 Hrs)

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.

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 the 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 Planning 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.

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

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

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

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

GROUP D

Accounting for Decision Making - Paper I (Max Marks: 100, Duration: 3 Hrs)

Introduction to Financial Statements: Definition of Accounting – Objectives of Accounting – Generally Accepted Accounting Principles (GAAP), – Conventions and Concepts – Financial Statements – Understanding Financial Statements – Qualitative Characteristics of Financial Statements – Users of Financial Statements.

Principal Financial Statements: Understanding Balance Sheet – Understanding Income Statement – Understanding Cash Flow Statement – Limitations of Financial Statements.

Introduction to Financial Statement Analysis: Importance of Financial Statement Analysis – Uses of Financial Statement Analysis – Information Needs of Different Users – Sources of Financial Statement Analysis – Tools and Techniques of Financial Statement Analysis – Limitations of Financial Statement Analysis.

Tools and Techniques of Financial Statement Analysis: Importance of Ratio Analysis – Classification of Ratios – Valuation Ratios – Income Statement Ratios – Balance Sheet Ratios – Cash Flow Statement Ratios – Uses and

Limitations of Financial Ratios – Cross-sectional Analysis – Common-size Statement Analysis – Cross-sectional Analysis using Ratios – Time-series Analysis of Financial Statements – Methods of Time-series Analysis.

Accounting Standards: Importance of Accounting Standards – Indian Accounting Standards – Auditor’s Duties in Relation to Accounting Standards – Introduction to USGAAP – Need for IAS Compliance in Indian Context – Requirements of USGAAP Compliance for Indian Corporate – Difference between USGAAP, IAS and AS.

Accounting for Decision Making - Paper II (Max Marks: 100, Duration: 3 Hrs)

Introduction to Management Accounting: Role of Management Accounting – Scope of Management Accounting – Basic Cost Terms and Concepts for Managerial Decisions – Statement of Cost or Cost Sheet.

Marginal Costing and Break-Even Analysis: Concept of Absorption Costing and Marginal Costing – Cost-Volume-Profit Analysis – Applications of CVP Analysis – Break-Even Analysis.

Cost Analysis and Decision-making: Production Decisions: Meaning of Managerial Decision-Making, Relevant Cost and Irrelevant Cost – Marginal Costing and Differential Cost Analysis – Make or Buy Decisions – Accept or Reject an Order/Foreign Orders or Exploring New Markets – Purchasing vs. Leasing – Sell or Further Process Decision – Product Mix Decision under Capacity Constraint – Closing Down of Factory or Segment.

Cost Analysis and Decision-making: Marketing Decisions: Need for Pricing Decisions – Objectives of Pricing – Pricing Strategy – Fixation of Selling Price – Pricing Methods – Selling Agents vs. Sales Force – Target Costing.

Current Developments: Value-Added Statement – Approaches for Computation of Value-Added – Value-Added Ratios – Economic Value-Added Statement – Brand Valuation and Accounting – Enterprise Resources Planning Applications in Financial Accounting.

Human Resource Management – Paper I (Max Marks: 100, Duration: 3 Hrs)

Introduction to HRM Definition and Concept of Human Resource Management; History of Human Resource Management; Functions of Human Resource Management; Human Resource 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.

International Human Resource Management Concept of International Human Resource Management (IHRM); Approaches to IHRM; Features of IHRM; Importance of IHRM; Factors Affecting IHRM; Different IHRM Activities; Strategic IHRM.

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

Job Analysis and Design Concept of Job Analysis; Process of Job Analysis; Job Analysis Methods; Job Analysis Information; Job Description; Job Specification; Uses of Job Analysis; Issues in Job Analysis; 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 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.

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.

Human Resource Management - Paper II (Max Marks: 100, Duration: 3 Hrs)

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 Governing Wage and Salary Administration; Wage Fixing Institutions/Authorities; Concept of Rewards; Types of Incentive Plans; Non Monetary Incentives; Guidelines for Effective Incentive Plans; Employee Benefits; Objectives of Employee Benefits; History and Evolution of Benefits Programs in India.

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.

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; Legislative Aspects of the Grievance Redressal Procedure in India; Conflict Resolution.

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; Code of Discipline in Indian Industry.

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; Workers' Participation in India; Forms of Worker Participation in India.

Quality of Work Life Definition and Concept of Quality of Work Life; 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.

Appendix

Rudiments of the Following Acts:

The Trade Union Act, 1926; The Industrial Disputes Act, 1947; The Industrial Employment (Standing Orders) Act, 1946; The Factories Act, 1948; The Employee State Insurance Act; The Workmen's Compensation Act, 1923; The Payment of Bonus Act; 1965; The Payment of Wages Act, 1936; The Minimum Wages Act, 1948; The Payment of Gratuity Act, 1972.

GROUP E

Financial Management - Paper I (Max Marks: 100, Duration: 3 Hrs)

Introduction to Financial Management: Nature and Objectives of Financial Management – Role of the Finance Manager – Interface of the Finance Function with other Functional Areas – Environment of Corporate Finance.

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

Time Value of Money: What Time Value of Money Means? – Why Money has Time Value? – Process of Compounding – Process of Discounting – Future Value of a Single Flow – Future Value of Multiple Flows – Future Value of Annuity – Present Value of a Single Flow – Present Value of Uneven Multiple Flows – Present Value of Annuity.

Risk and Return: The Concepts of Risk and Return – The Components of Return – Measurement of Rate of Return – The Relation between Risk and Expected Rate of Return – Sources of Risk – Risk in a Portfolio Context – Diversification – Diversifiable and Non-diversifiable Risk – Measurement of Non-diversifiable Risk – Capital Asset Pricing Model.

Leverage: Concept of Leverage – Operating Leverage – Financial Leverage – Total Leverage.

Valuation of Securities: Valuation of Bond – Bond Price Movements – Equity Valuation: Dividend Capitalization Approach – Equity Valuation: Ratio Approach.

Sources of Long-term Finance: Need for Long-term Finance – Introduction to Cost of Project and Means of Finance – Important Sources of Long-term Finance – Features of Share Capital, Preference Capital, Debentures and Term Loans – Other Sources of Long-term Finance.

Cost of Capital and Capital Structure Theories: The Meaning of Cost of Capital – Costs Associated with the Principal Sources of Long-term Finance – Concept of Weighted Average Cost of Capital – Weighted Marginal Cost of Capital Schedule – Meaning of Capital Structure – Factors affecting the Capital Structure – Theories of Capital Structure.

Dividend Policy: The Dividend Decisions of a Firm-Relevance/Irrelevance – Models Explaining the Relevance/Irrelevance of the Dividend Policy.

Financial Management - Paper II (Max Marks: 100, Duration: 3 Hrs)

Working Capital Management: The Meaning of and Need for Working Capital – Various Components of Current Assets and Current Liabilities – Static vs. Dynamic view of Working Capital – Factors Affecting Composition of Working Capital – Objectives of Working Capital Management – Liquidity vs. Profitability and Working Capital Policies – Interdependence among Components of Working Capital – Estimation of a Firm's Working Capital needs using the Operating Cycle – Measures for Evaluation of Working Capital Management – Some Important Working Capital Ratios.

Financing Current Assets: Behavior of Current Assets and Pattern of Financing – Spontaneous Sources of Finance – Trade Credit – Short-term Bank Finance – Public Deposits for Financing Current Assets – Commercial Paper and Factoring ¶ Regulation of Bank Credit – Tandon Committee Recommendations – Chore Committee Recommendations – Marathe Committee Recommendations – Kannan Committee Recommendations – Nayak Committee Recommendations.

Inventory Management: The Nature of Inventory and its Role in Working Capital – The Purpose of having Inventories – Types of Inventory and Costs Associated with it – Inventory Management Techniques like Determination of Economic Order Quantity, Economic Production Quantity, Re-order Point, Stock Level, etc. – Inventory Planning – Introduction to Specialized Techniques like ABC Analysis and VED Analysis – Various Methods of Pricing of Inventories.

Receivables Management: Meaning and Computation of Receivables – Purpose and Cost of Maintaining Receivables – Impact of a Firm's Credit Policy on Level of Investment in Receivables, Level of Sales, Bad Debt Loss, etc. – How Firms Evaluate Creditworthiness of Customers – Decision Tree for Credit Granting – Monitoring of Receivables.

Cash Management: The Difference between Profits and Cash – Need For and Objective of Cash Management – Short-term Cash Forecasting and Cash Budgets – Cash Reports for Monitoring and Control – Factors to be Reckoned with for Efficient Cash Management – Forms of Liquidity and the Choice of Liquidity-mix.

Capital Expenditure Decisions: Nature of the Investment or Capital Expenditure Decisions – Scanning and Identification of Investment Opportunities – Criteria for Preliminary Screening – Other Steps of Project Management like Feasibility Study, Implementation and Performance Appraisal – Introduction to Network Techniques for Project Planning and Control – Principles underlying Measurement of Costs and Benefits – Preparing Cash Flow Projections for Projects – Assessing the Financial Viability of Projects using the Various Appraisal Criteria.

International Project Appraisal: Reasons of FDI – Appraisal for FDI – The APV Criteria Various Methods of Appraising International Projects.

International Trade and Finance: Theories of International Trade – Growth of International Trade – Trade Barriers – Regulation of International Trade – Balance of Payments – Concepts and Principles behind Compilation of BoP Account – Components of BoP and the Factors affecting them – Importance and Limitations of BoP Statistics – Relationship of BoP with other Economic Variables – International Finance – Meaning and Implications of Globalization – Integration of Financial Markets: Reasons, Benefits and

Costs – International Monetary System – Exchange Rate Mechanisms – Evolution of Monetary Systems: The Gold Standard, The Gold Exchange Standard, The Bretton Woods System and Current Monetary System – European Monetary Union – Forex Market – Structure of Forex market – Exchange Rate Quotations – Types of Transactions and their Settlement Dates – Regulation of Forex Market in India – Exchange Rate Determination – Purchasing Power Parity – Interest Rate Parity – Introduction to Exchange Risk: Foreign Exchange Exposure – Foreign Exchange Risk – Types of Exposure – Management of Exchange Risk: Techniques of Managing Transaction and Translation Exposures – Techniques of Managing Economic Exposure.

Financial Risk Management: Approaches to Risk Management – Risk Management Process – Futures: History of Futures Markets – Meaning and Definition – Mechanism of Futures Markets – Objectives of Futures – Futures Prices – Types of Futures – Options: Concept of Options – American and European Options – Trading Strategies with Options – Option Pricing Models – Exotic Options – Financial Swaps: The Concept of Financial Swaps – Interest Rate Swaps – Options on Swaps – Commodity Swaps, Currency Swaps – Pricing of Swaps

Current Developments.

Operations Management - Paper I (Max Marks: 100, Duration: 3 Hrs)

Operations Management: An Overview Operations Management Decisions; The Historical Evolution of Operations Management; Computers and Advanced Operations Technology.

Operations Strategy Operations Strategy as a Competitive Weapon; Elements of Operations Strategy; Developing an Operations Strategy; Financial and Economic Analysis in Operations.

Forecasting Demand Forecasting in Operations; Forecast 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.

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

Job Design Job Design Fundamentals; Considerations in Job Design; Work Environment; Uses of Job Design. Work Measurement Uses of Setting Work Standards; Work Measurement Techniques.

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 Classifications Models.

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

Operations Management - Paper II (Max Marks: 100, Duration: 3 Hrs)

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

Materials Requirement Planning Fundamentals of Materials Requirement Planning; Components of an Mrp System; Advantages and Disadvantages of an Mrp System; Problems in Implementing Mrp System; Manufacturing Resource Planning (Mrp Ii)

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

Project Management Necessity of Project Management; Network Modeling; Project Planning Methods; Project Crashing.

Trends in Operations Technology Automation; Overview of Manufacturing Activities; Artificial Intelligence (AI); Electronic Data Interchange (EDI).

Globalization and Operations Management Significance of Globalization; Sources of Global Competitive Advantage; Difficulties in Managing Globalization; Changes in Operations Strategy Necessary due to Globalization; Managing Globalization; Operations in Global Business Strategy.

GROUP F

Business Law - Paper I (Max Marks: 100, Duration: 3 Hrs)

Introduction to Legal Environment: Philosophy of Law – Classification of Law – Torts – National Law and International Law – Justice Delivery System in India.

Business Contracts: Legal Elements of Contracts – Remedies for Breach of Contract – Contracts of Agency – Contracts of Guarantee – Contracts of Indemnity – Letter of Credit Contracts – Employment Contracts – Special Rights in Contracts – Documentation of Commercial Contracts.

Non-Corporate Business Entities: Sole Proprietorship – One Person Company (OPC) – Hindu Undivided Family (HUF) Business Units – Partnership Firms – The Partnership Act, 1932 – Limited Liability Partnerships (LLP) – Cooperative Societies – Non-Profit Companies – Non-Governmental Organizations (NGO) – Insolvency Law and Implications.

Law Relating to Corporate Business Entities: Salient Features of a Company – Corporate Veil and Limitations – Types of Companies – Incorporation of a Company – Doctrine of Ultra Vires – Doctrine of Indoor Management – Raising of Capital from Public – Share Capital – Dividend Payment – Transfer and Transmission – Company Management – Company Meetings – Reconstruction and Amalgamation – Changing Legal Entity on Mergers and Acquisitions – Winding Up and Dissolution.

Property Law for Business: Classification of Property – Contract of Sale - Movable Property – Borrowing against Property as Security – Hire Purchase of Property – Lease of Property – Exchange/Gift/Assignment of Property – Intellectual Property Rights (IPR).

Business and Tax Laws: Classification of Taxes – Income Tax – Wealth Tax – Central Excise – Sales Tax – Customs Duty – Value Added Tax (VAT) – Service Tax – Fringe Benefit Tax.

Case Studies

Business Law - Paper II (Max Marks: 100, Duration: 3 Hrs)

Financial Services – Legal and Regulatory Environment: Banking Law and Regulation - Banking Regulation Act, 1949 - Reserve Bank of India Act, 1934 - Negotiable Instruments Act, 1881 - Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest (SARFAESI) Act, 2002 – Insurance Law and Regulation - Essential Elements of Insurance Contracts - Legal Principles of Insurance - Standard Clauses in Insurance Policies - Regulation of Insurance Business – Securities Law and Regulation - Market Regulation by Companies Act, 1956 - Securities Control and Regulation Act, 1956 - An Overview - Regulatory Role of SEBI - Role of Stock Exchanges - Regulation of Stock Exchanges - Trading of Securities - Listing of Securities - Regulation of Depositories

Business Transactions and Cyber law: Legal Framework for IT related Transactions – Click-Wrap Agreements – Authentication of Electronic Records – Attribution of Electronic Records – Legal Status for Electronic Records – Cyber Offences and Penalties.

Competition and Consumer Protection: Consumer Protection Law in India – Competition Law in India – Restrictive and Unfair Trade Practices – Product Liability – Public Interest Litigation in India – Class Action Suits in US.

Environment Protection and Business Obligations: Environmental Pollution – Environmental Law.

Alternative Dispute Resolution: Efficacy of ADR – Mediation–Arbitration–Litigation: A Comparative Note - Arbitration - Conciliation - Mediation - Negotiation – Arbitration and Conciliation Law in India.

Case Studies

Management Control & Information Systems–Paper I(Max Marks: 100, Duration: 3 Hrs)

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.

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.

Business Ethics and Management Control Ethical Behavior in Organizations; Management Control and Ethical Issues in Different Functions; Regulating Ethical Conduct.

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.

Management Control & Information Systems–Paper II(Max Marks: 100, Duration: 3Hrs)

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 Control of Production and Operations: An Overview; Production Controls; Operations Controls; Supply Chain Management; Information Systems in Production and Operations Management; 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 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.

ELECTIVES IN OPERATIONS

GROUP G

Quality and Productivity Management (Max Marks: 100, Duration: 3 Hrs)

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 PDCA Cycle; Problem-Solving Method; Kaizen; Reengineering; Six-Sigma.

JIT Just-in-Time Manufacturing.

Performance Measures Basic Concepts; Performance Measures; Quality Costs.

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

TOOLS AND TECHNIQUES

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

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

Quality Function Deployment (QFD) The QFD Team; Benefits of QFD; The Voice of the Customer, Organization of Information; House of Quality; Building a House of Quality; QFD Process.

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

Management Tools for Quality Improvement Force-Field Analysis; Nominal Group Technique; Affinity Diagram; Interrelationship Digraph; Tree Diagram; Matrix Diagram; Prioritization Matrices; Process Decision Program Chart; Activity Network Diagram.

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

Supply Chain Management (Max Marks: 100, Duration: 3 Hrs)

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.

GROUP H

Management of Service Operations (Max Marks: 100, Duration: 3 Hrs)

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 (Max Marks: 100, Duration: 3 Hrs)

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

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

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

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

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

Interface with Finance Operating Exposure; Exchange Rate Risk; Managing Exchange Rate Risk.

Information Management for Global Logistics Global Logistics Information and Telecommunication System: Characteristics, Functionality and Limitations; Role of Information Systems.

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

ELECTIVES IN INVESTMENTS

GROUP G

Securities Analysis Paper I & II (Max Marks: 100, Duration: 3 Hrs)

Investment Scenario: Concept of Investment – Investment Objectives and Constraints – Investment Classification – Financial Markets – Real Investment Avenues.

Risk and Return: Concept of Risk and Return – Reduction of Risk through Diversification – Quantifying Portfolio Returns and Risk – Measurement of Risk in Portfolio Context – Security Market Lines and its Applications.

Regulations of Financial Markets: Regulation of Financial Markets – Organization of Securities and Exchange Board of India (SEBI) – Functions and Powers of SEBI – Tax Aspects in Securities – Self-regulation of the Markets.

Equity Markets and their Structures: Markets and their Function – Liquidity Capital Formation – Evolution of the Equity Markets – Development of Securities Market in India – Security Market Indicators – Major Stock Exchanges – Integration of Stock Exchanges – Listing of Securities – Trading Procedure – Compulsory Demat – Clearing and Settlement Procedure.

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

Fundamental Analysis: Objectives and Beliefs of Fundamental Analysis – Framework for Fundamental Analysis – Concept of Intrinsic Value – Economic Forecasting Methods – Industry Analysis – Key Characteristics in an Industry Analysis – Industry Life Cycle – Business Cycle Analysis – Structural Analysis – Company Analysis.

Impact of Changes in Accounting Policies: Changes in Accounting Policies – Depreciation – Valuation of Fixed Assets – Foreign Exchange Transactions – Amortization of Preliminary and other Expenses – R&D Expenditure – Valuation of Inventory – Treatment of Gratuity – Lease Accounting.

Equity Valuation Models: Valuation Methods – Dividend Discount Models – Measures of Relative Value – Price/Earnings Ratio – Price/Book Value Ratio – Price/Sales Ratio – Free Cash Flow Model to Equity Model – Quantitative Analysis – Value Added Concept – Economic Value Added – Market Value Added – Evaluation of Security Analysis – Minority Interests and Discounts.

Technical Analysis: Concept of Technical Analysis – Fundamental Analysis vs Technical Analysis – Technical Trading Rules and Indicators – The Dow

Theory – Charting – Price Patterns – Trendlines – Advanced Technical Tools – Pitfalls in Interpretation of Charts.

Efficient Market Hypothesis: Concept of Efficiency of the Stock Markets – Forms of EMH – Empirical Tests of EMH in the Indian Market – Description of Tests of EMH.

Bond Valuation: Strategic Role of Bonds from an Investor's Point of View – Bond Terminology – Types of Bonds – Value of Bond – Bond Yield Measures – Bond Price Analysis – Risks Associated with Bonds – Forecasting Interest Rates and Determinants of Interest Rates – Theories of Interest Rates – Analysis of Deep Discount Bonds – Analysis of Convertible Bonds – Analysis of Tax-Sheltered Fixed Investment Avenues.

Risk Measurement Tools: Types of Risks – Duration – Immunization of Risk – Convexity – Term Structure of Interest Rates – Term Structure Models – Yield Spread Analysis – Hedging – Credit Risk – Credit Rating – Credit Analysis for Corporate Bonds.

Derivative Markets: Futures Contracts – Interpretation of Futures Price Quotations – Trading Mechanism of Futures – Clearing and Settlement of Futures – Interest Rate Derivatives in India – Motives behind using Futures – Commodity Futures in India – Options Markets – Options Terminology – Trading in Options – Options Markets in India – Settlement of Options Contracts – Swap Markets.

Bonds with Warrants and Embedded Options: Bonds with Warrants – Convertible Bonds – Callable Bonds – Floating Rate Notes – Dual Currency Bonds – Equity Index-linked Notes – Commodity-linked Bull and Bear Bonds – Swap-Linked Notes .

Real Assets: Real Assets – Appraisal of Real Assets – Approaches to Estimate the Market Value – Methods to Calculate the Capitalization Rate – Subjective Factors Affecting the Value of Real Estate.

Mutual Funds: The Concept and Objectives of a Mutual Fund – Types of Mutual Funds – Advantages of Mutual Funds – Mutual Fund Services – Organization and Management of Mutual Funds – The Mutual Fund Scene in India.

GROUP H

Portfolio Management Paper I & II (Max Marks: 100, Duration: 3 Hrs)

Part I: Portfolio Management

Introduction to Portfolio Management: Meaning of Investment – Necessity of Investment Policy – Inputs to a Policy Statement – Investment Motives or Goals – Risks in Investment – Need for Portfolio Management – The Process of Portfolio Management.

Investment Policy: Different Types of Investors, their Needs and Weaknesses – Implementing Investment Strategies – Investment Objectives and Constraints of Different Types of Investors – psychology of Risk – Significance of Behavioral Finance – Individual Investors – Institutional Investors – Drivers of Investment Policies – Setting Objectives for the Institutional Investors – Investment Policies of the Institutional Investors – Investment Management Mandate.

Capital Market Expectations: Forecasting the Capital Market Environment – Macroeconomic Variables Affecting Capital Market Expectations – Short-Term Forecasting Techniques – Impact of Inflation – Nature of an Effective Forecast.

Asset Allocation: Policies and Procedures: Asset Allocation Process – Types of Asset Allocation – Asset Allocation – Management Style – Different Approaches to Asset Allocation Decision – Asset Allocation Techniques.

Capital Market Theory: Markowitz Model and Efficiency Frontier – Evolution of Capital Asset Pricing Model – Dominant Portfolio – Separation Theorem – Capital Market Line – CAPM – Security Market Line – Non-Standard Forms of CAPM – Application of CML and CAPM.

Arbitrage Pricing Theory: Arbitrage Pricing Model – Arbitrage Mechanism – Empirical Tests of APT – Comparison of CAPM and APT – Applications of APT.

Portfolio Analysis: Components of Risk and Return – Systematic and Unsystematic Risk – Beta of a Portfolio – Portfolio Diversification – Marginal Productivity of Incremental Assets – Perils of Excessive Diversification.

Optimal Portfolio Selection: Concept of Indifference Curves – Efficient Set Theorem – Optimal Portfolio Selection – Using Lagrangian Multiplier, Using Sharpe's Optimization Model.

Other Portfolio Selection Models: Investor Preference Functions – Economic Properties of Utility Functions – Applicability of the Utility Functions – Alternative Models of Portfolio Selection.

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

Measuring and Evaluating Portfolio Performance: Meaning and Importance of Portfolio Performance Measurement – Measures of Return – Buying the Index Approach – Linking Jensen's Alpha and Fama's Total Selectivity – Performance Attribution Analysis – Monitoring Influence of Asset Allocation Decisions – Performance Evaluation of the Portfolio Manager – Evaluating Asset Class Managers.

Equity Portfolio Management: Efficient Market Hypothesis – Passive vs. Active Management Strategies – Types of Passive Portfolios – Active Management Styles and Strategies – Combining Active and Passive Styles – Factor-based Approach – Equity Style Management – Book Value/Market Value Ratio.

Fixed Income Portfolio Management: Fixed Income Portfolio Management Strategies – Passive Management, Semi-active Management, Active Management – Use of Derivatives in Fixed Income Portfolio Management – International Fixed Income Portfolio Management.

Managing a Property Portfolio: The Role of Property Portfolio in a Diversified Portfolio – The Property Investment Decisions – Microeconomic Influences on Property Returns – Macroeconomic Influences on Property Returns.

Portfolio Management Using Futures: Features of Index Futures Contracts – Pricing of Index Futures Contracts – Stock Index Arbitrage – Portfolio

Strategies Using Index Futures – Modifying Expectations with Futures and Options – Portfolio Insurance – Perils of Using Futures to Hedge Portfolio Risk – Trading of Index Futures in India – Hedging with Interest Rate Futures.

Portfolio Management Using Options: Generic Terms Used in Options – Factors Influencing Option Prices – Elementary Investment Strategies – Trading Strategies of Options – Arbitrage with Options – Option Pricing Models – Evaluation of Option Based Investment Strategies.

Alternative Investments: Selection of the Alternative Investment – Advantages of Alternative Investments – Private Equity Investing – Evolution of Venture Capital Industry in India – Hedge Funds – Role of Alternative Assets in a Traditional Portfolio.

International Diversification: Diversification Benefits of International Investments – Hedging Foreign Exchange Risk – International Fixed Income and Equities – Managing a Portfolio of International Assets.

Management of Investment Institutions: Behavioral Style Analysis – Return Based Style Analysis – Comparison of Investment Style – Strategies for Allocating Funds among Different Styles – Risks, Controls and Prudential Issues.

Accounting for Derivatives: Underlying Principles in the New Standard – Terminology used in SFAS-133 – Contracts Not Subject to SFAS-133 – Derivatives that Serve as Impediments to Sales Accounting – Necessary Accounting Entries – Translation of Foreign Currency Transactions.

Financial Planning Process: Utilities of Personal Financial Planning Techniques – The Personal Financial Planning Process – Planning for a Life Time – The Financial Planning Environment – Various Determinants of Personal Income.

Financial Statements and Plans: The Role of Financial Statements in Financial Planning – Time Value of Money – Preparing Personal Balance Sheet and Income and Expense Statement – Using Personal Financial Statements – Ratio Analysis – Preparing a Cash Budget.

Managing Taxes: Basic Concepts of Income Tax – Personal Taxation –The Main Provisions of the Income Tax Act, 1961 – The Main Provisions of the Wealth Tax Act, 1957 – Filing Returns –Permanent Account Number – Tax Planning.

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

Investing in Equities: The Structure of Capital Markets in India and the US – The Structure of Primary and Secondary Markets – The Evolution of the Stock Markets – Mechanism of Trading in the Secondary Market – Basic Terms of Investment Valuation – Portfolio Management Services – Emerging Issues like Online Trading of Stocks.

Retirement Planning: The Basics of Retirement Planning – Sources of Retirement Income – Types of Annuities and Annuity Schemes – Pension Funds.

Estate Planning: Objectives of Estate Planning – Need for Estate Planning – Estate Planning Process – Using Wills for Estate Planning – Using Trusts for Estate Planning.

Part II: Mutual Funds

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

Mutual Funds in India: The Different Types of Mutual Funds – The Players in the Mutual Funds Industry – The Structure of Mutual Funds – Organization and Management Pattern of UTI – Tax Treatment and Benefits – The Role of Mutual Funds in the Financial Market.

Regulation of Mutual Funds: UTI Act, 1963 – The Indian Trust Act, 1882 – Companies Act, 1956 (for a Trust Company) – SEBI (Mutual Funds) Regulation Act, 1996 – Launching of a Scheme – Investments – The Role of the AMFI.

Mutual Fund Prospectus and Balance Sheet: How to Read a Prospectus of a Mutual Fund? – How to Read and Analyze a Balance Sheet of a Mutual Fund.

Investment Strategies of Mutual Funds Investors: How to Evaluate a Mutual Fund? – How to Select Different Mutual Funds Schemes? – Understanding the Nature of Risks Involved in Mutual Funds Investment – Steps to Choose the Right Mutual Funds Scheme.

Marketing and Investment Aspects of Mutual Funds: Marketing Aspects of Mutual Funds – Investment Aspects of Mutual Funds.

Performance of Mutual Funds: Performance of Mutual Funds in the USA – Performance Analysis of Indian Mutual Fund Industry.

Future Scenario of Mutual Funds Industry: Indian Scenario and the Future Perspective.

ELECTIVES IN BANKING

GROUP G

Money & Banking and Credit Management (Max Marks: 100, Duration: 3 Hrs)

PART I: MONEY AND BANKING

Money: Functions and Significance: What is Money? – Money and Near Money – Functions of Money in Modern Economy – Money, Income, Wealth and Finance: A Distinction – Significance of Money in Capitalist Economy.

Inflation and Interest Rate: Meaning and Kinds of Inflation – Consequences of Inflation – Control of Inflation – Functions of the Rate of Interest – Impact of Long-term Rate of Interest on Business Activity.

Financial Intermediation & Evolution of Banks: The Concept of Intermediation – Financial Intermediation in the Indian Context – Banking Operations and the Business of Banks in India – Changes in Role and Functions of Commercial Banks.

Principles of Banking: The Definition of the Banker and Customer – The Relationship between Banker and a Customer – Rights and Obligations of a Bank and Customer – Different Types of Customers for a Bank – The Concept of Bankers Book Evidence Act – Principles of Good Lending for a Bank.

Sources and Uses of Funds in a Bank: A Bank's Balance Sheet – Sources and Uses of Funds in a Bank – A Bank's Profit and Loss Account – Books of Accounts in Banks.

Commercial Banking: Functions of Commercial Banks – Branch Banking – Universal Banking – Investment Policy of Commercial Bank – Bank Credit and Bank Deposits – Credit Creation – Credit Planning in India.

Rural Finance and Rural Banking in India: Sources of Rural Finance – Credit Delivery Mechanism in Rural Finance – Regional Rural Banks (RRBs) – Service Area Approach (SAA).

Emerging Trends in Banking: The Basis for Reforms in the Indian Banking Sector – The Regulatory Reforms in the Banking Sector – The Consequences of Liberalization of the Banking Sector – Innovative Banking Products.

PART II: CREDIT MANAGEMENT

Overview: Lending Activity – Basic Requirements for Lending.

Credit Policy in Banks: Need for Credit Policy – Components of Credit Policy – Credit Policy Pursued by the Government – Credit Culture.

Prudential Norms: Capital Adequacy of Banks – Prudential Norms – Capital Tiers.

Principles and Objectives of Credit Management: Principles of Lending – Evaluation of Borrower – The 6 Cs – Objectives of Credit Management – Credit Allocation – Credit Evaluation – Credit Discipline – Credit Monitoring.

Types of Borrowers: Various Categories – Features of a Company as a Borrower – Special Types of Customers.

Credit Deployment: Role of Bank Credit – Bank Credit in Indian Scenario – Types of Credit – Bank Credit for Various Sectors – Credit Deployment Scenario – Post Financial Sector Reforms ERA.

Documentation: Importance of Documentation – Scrutiny of Documents – Renewal of Documents – Security Offered for Loans.

Regulatory Framework: Government Regulation of Banks – Institutional Structure – Need for Statutory Reserves – Cash Reserve Ratio (CRR) – Statutory Liquidity Ratio (SLR).

Credit Monitoring: Basic Elements of Credit Monitoring – Financial Supervision – Financial Follow-up – Financial Follow-up Reports – Physical Follow-up.

Follow-up and Recovery Management: Credit Risk – Identifying Problem Loans – Loan Classification – Contingent Risk.

Debt Recovery Tribunals: Origin and Object of the Act – The Functioning of Debt Recovery Tribunal – Modes of Recovery – Jurisdiction, Powers and Authority of Tribunals – Jurisdiction of Civil Court, High Court and Supreme Court – Authority of Debt Recovery Tribunal – Procedure and Powers of DRT and DRAT – Overriding Effect of the Act on the Other Acts – Significance of the Overriding Provision.

Securitization Act: Securitization Company – Functions of Assets Reconstruction Company – Appeal to the Appellate Tribunal – Powers of Central Registry.

Current Developments

Central Banking & Commercial Banking (Max Marks: 100, Duration: 3 Hrs)

PART I: CENTRAL BANKING

Overview: Concept of Central Banking – Institutional Growth of Central Banking – The Changing Face of Central Banking.

Role of Central Banks: Determination of Goals – Inflation Targeting – Exchange Rate Targeting – Money Supply Targeting – Money-Growth Targeting – Viable Alternatives to Central Bank – Central Banking in India.

Policy Framework for RBI: Organizational Framework – Operational Framework – Role as a Central Banker – Promotional Role of RBI – Regulatory Role of RBI.

RBI and Monetary Policy: Macroeconomic Policies: Objectives – What is a Monetary Policy? – Goals, Targets and Instruments – Monetary Policy in India.

Regulation and Supervision: Need for Regulation and Supervision – Banking Regulation Act, 1949 – Banking Regulation and Supervision – Functions of the Department of Supervisory – Regulations Review Authority – Unified Regulator v/s Multiple Regulators.

RBI – On-site Inspection and Off-site Monitoring and Surveillance: The Core Principles for Effective Supervision – On-site Examination – Off-site Surveillance – On-site Inspection and Off-site Monitoring in India – Off-site Monitoring in Different Countries – Computerized Off-site Monitoring and Surveillance (OSMOS).

Central Banks in Other Countries: Federal Reserve System – Bank of England – The European Central Banking.

Bank for International Settlements: Organization of BIS – Role Played by BIS – Formation of Various Committees and Groups – Basle I and Basle II – Other Services Rendered by BIS.

Review of RBI Balance Sheet: Profit and Loss Account of RBI – Income – Expenditure – Balance Sheet of RBI – Assets – Liabilities.

Credit Information Bureau: The Need for Credit Information – Credit Information Bureau – Its Functions – Credit Information Bureau of (India) Ltd. (CIBIL).

Central Banking in Cyber World: E-Banking – E-Money – IT-induced Changes and Monetary Policy – E-Payments – Risks in the New IT ERA – Impact of IT- induced Globalization on Central Banks.

PART II: COMMERCIAL BANKING

Commercial Banking: Overview: The Indian Banking System – Commercial Banking in India – Functions of a Commercial Bank – Challenges and Trends in Banking – Banking in the New Millennium – CRM in Banks.

Banker-Customer Relationship: Relationship between a Banker and a Customer – Rights of a Bank – Rights of a Customer – Termination of Relationship.

Retail Banking: Retail Banking Scenario – Retail Banking in india – Types of Consumer Loans – Evaluating Consumer Loans – Credit Analysis – Credit Scoring – Limitations of Credit Scoring.

Deposit Products in India and Abroad: Types of Deposits – Interest Rates on Various Deposits – Composition of Bank Deposits.

Managing and Pricing Deposit Services: Pricing Policy – Deposit Pricing Matrix – Components of Pricing Decision – Profitability and Deposit Pricing – Deposit Pricing Strategies – Other Pricing Issues.

Managing Float Through Liabilities: Relationship between Cash and Liquidity Requirements – The Payment System – Clearing Services – Development of Liquidity Strategies – Liquidity vs Profitability – Traditional Measures of Liquidity – Liquidity Management.

Fee-Based Services: Letters of Credit – Bank Guarantees – Subsidiary Services – Off-Balance Sheet Activities.

Corporate Banking: The Nature of Corporate Banking – Developments in Corporate Banking – Consortium Finance – Multiple Banking Arrangements – Loan Syndication – The Syndication Process.

General Appraisal Criteria: Types of Credit – Credit Appraisal – Principles of Good Lending – The Credit Culture.

Credit Assessment – Non-Fund Based Limits: Letters of Credit – Bank Guarantees – Types of Bank Guarantees.

Credit Assessment: Fund Based Term and Working Capital Finance: Credit Analysis – The Credit Process – Term Loan Assessment – Capital Budgeting – Break-even Analysis – Working Capital Finance.

Financing International Projects: Project Exports – Working Group – Role of EXIM Bank in Project Exports – Role of ECGC in Project Exports – Risks in Project Export Business.

Loan Pricing: Loan Pricing – Objectives of Loan Pricing – Loan Pricing Methodology – Loan Pricing and Risk Management.

Credit Disbursal and Monitoring: Credit Administration – Documentation – Credit Rating – Post-Sanction Supervision – Tools for Credit Monitoring – Loan System and Delivery of Credit – Non-performing Loans – Credit Risk Rating Models in Banks.

GROUP H

Treasury Management & Risk Management in Banks (Max Marks: 100, Duration: 3 Hrs)

TREASURY MANAGEMENT

Scope and Functions of Treasury Management: What is Treasury Management? – Structure and Organization of Treasury Management – Role of CFO – Functions of Treasurer and Controller – Responsibilities of Treasurer.

Time Value of Money: What Time Value of Money Means? – Why Money has Time Value? – Process of Compounding – Process of Discounting – Future Value of a Single Flow – Future Value of Multiple Flows – Future Value of Annuity – Present Value of a Single Flow – Present Value of Uneven Multiple Flows – Present Value of Annuity.

Risk and Return: The Concepts of Risk and Return – The Components of Return – Measurement of Rate of Return – The Relation between Risk and Expected Rate of Return – Sources of Risk – Risk in a Portfolio Context – Diversification, Diversifiable and Non-diversifiable Risk, Measurement of Non-diversifiable Risk – Capital Asset Pricing Model.

Financial Markets and Instruments: Financial System and Financial Markets: Financial System – Constituents of a Financial System – Financial Markets – Financial Intermediary.

Money Market Instruments – Money Market – Call Money – Treasury Bills – Certificates of Deposit (CDs) – Repurchase Agreements (REPOs)

Funds Management in Banks: Cash and Liquidity Management – Reserves Management – Investment Portfolio Management – Transfer Pricing – Asset-Liability Management – Forex Management.

Valuation of Securities: Valuation of Bond – Bond Price Movements – Equity Valuation: Dividend Capitalization Approach – Equity Valuation: Ratio Approach.

Liquidity Management: ALM Information Systems – ALM Organization – Liquidity Risk Management – Currency Risk Management – Interest Rate Risk (IRR) Management.

Integrated Treasury Operations: Integrated Treasury – Organizational Structure of Treasury – Operations of Treasury – Dealing and Settlement Procedures.

Investment Decisions in Banks: Investment Portfolio of Banks – Investment Management – Components of Bank's Investment Policy – Valuation of Investment Portfolio.

Internal Treasury Controls: Structure and Organization of Treasury – Accounting and Control – Various Measures of Controls – Insights into Information Systems and Reporting Standards – Measuring Treasury Performance.

Managing Bankruptcy: Definition of Bankruptcy – Factors Leading to Bankruptcy – Symptoms of Bankruptcy – Bankruptcy Costs – Bankruptcy Prediction Models – Case Study–Barings.

RISK MANAGEMENT IN BANKS

Introduction to Risk Management: What Risk is All About – Basic Purpose of Risk Management in Banks – The Process of Risk Management – Different Types of Risks in Banks – Overview of Enterprise-wide Risk Management in Banks.

Managing Credit Risk: Drivers of Credit Risk – Credit Rating – Capital Adequacy Requirements – BIS Risk-Based Capital Requirement Framework – Traditional Measurement Approaches – Different Models of Credit Risk.

Managing Market Risk in Banks: Risk and Sources of Risk – Measuring Risk and Value-at-Risk (VaR) – Approach to VaR – Basel Committee Recommendations – Types of Risk – Indian Scenario.

Managing Interest Rate Risk: Types of Interest Rate Risks – Gap Methodology – Duration Analysis.

Managing Foreign Exchange Risk: Nature and Magnitude of Exchange Risk – Tools and Techniques for Managing Forex Risk – Managing the Currency Risk – Futures, Options and Swaps.

Managing Liquidity Risk: Fundamental Approach – Technical Approach – Investment-Borrowing Decisions.

Operational Risk Management: Operational Risk and its Evolution– Major Sources of Operational Risk – Measurement of Operational Risk – Management of Operational Risk.

Risk Management Framework in Banks: Enterprise-wide Risk Management in Banks – Elements of Risk Management Framework – Systematic Risk Management in Banks – Different Measures of Measuring Risks – Involvement of the Management in the Risk Management Framework.

Asset-Liability Management in Banks: Asset-Liability Management Committee (ALCO).

Derivatives in Banks: History of Derivatives – Ongoing Developments – Options – Financial Swaps.

Risk Management Strategies: Operational Risk Management Strategies – Financial Risk Management Strategies – Systemic Risk Management Strategies – Risk Limitation – IT Implementation Challenges.

Enterprise-wide Risk Management in Banks: The Necessity of ERM – The Process of ERM – Measurement of ERM – Transfer Pricing – A Case in ERM.

The New Basel Accord – Implication for Banks: An Overview – Basel II Framework – The Three Pillar Architecture – Organizations Affected by Basel II – Impact of Basel II.

Management of Banking Companies (Max Marks: 100, Duration: 3 Hrs)

Overview: Origin and Evolution of Banking Industry – Structure of Banking Industry – Review of Bank Functioning – International Perspective.

Organization Design: The Organizational Design Process – Design Dimensions – Structural Configurations – Forces Shaping Organizations – Function Based Structure of Banking Companies – McKensey's 7s Framework – Banking Structure in India – Structure of International Banking Organization.

Stakeholders and their Expectations: Principles of Stakeholder Management – Emergence of the Concept – Changes in the Stakeholder Tradition – Managing the Stakeholders' Expectations – Stakeholder Symbiosis – The Special Case of Shareholder Value in Financial Institutions – The Targets and Main Focus of the Shareholder Value and Stakeholder Approaches – The Concept of Customer Satisfaction.

Business Planning by Banks: Organizational Changes – Forces for Change – Types of Change – Planning Exercises in Banks – The Board of Directors and Strategic Management – Manager and Strategy.

Significance of Formulation of Strategy in Banking Company: Problems and Threats for Banking Industry – Strategic Analysis and Choice – Generation of Strategic Alternatives and Choice.

Managing Growth in Banks (Qualitative): The Concept of Quality – Providing Quality Service – Quality Initiatives – Best Practices for Customer-service – Total Quality Management (TQM).

Managing Growth in Banks (Quantitative): The Indian Banking Scenario – Measures for Growth – Financial Ratios – Analysis of Growth – Challenges and Future Growth of Banks.

Performance and Benchmarking: Need for Performance Measurement – Principles of Performance Measurement – Aligning Performance Measures Throughout the Bank – Types of Performance Measures – Performance Measurement and the Executive Dashboard – Operational Performance Measures – Overcoming Implementation Obstacles and Challenges – Performance Measures and Rewards.

Regulations and Compliance: Need for Regulation and Supervision – Banking Regulation and Supervision – Banking Regulation Act 1949 – Credit Market – Role of RBI – On-site Inspection and Off-site Monitoring in India – Risk Based Supervision – Regulations Review Authority.

Enterprise-wide Risk Management in Banks: The Necessity of ERM – The Process of ERM – Measurement of ERM – Types of Risks – Overview of Risks – Risk Management Function – Rating Policy – Practical Benefits of ERM – Asset-Liability Management and ERM – Requirement of a More Integrated Approach towards Risk Management.

Customer Centric Organization: Customer and Customer Relationship Management (CRM) – Customer Life Cycle – Sales Force Automation – Call Centers – CRM Implementation.

Knowledge Management in Banks: The Importance of Knowledge Management for Banks – Benefits from Knowledge Management – Knowledge Management Programs in Banks – Defining a Knowledge Strategy – Systematic Approach to Knowledge Management – Institutionalization of Whistle-blowing and Installation of Revised MIS.

Corporate Governance in Banks: History of Corporate Governance – Application of Corporate Governance to Banking Sector – Code of Corporate Governance – Basic Steps Taken for Implementation of Corporate Governance – Corporate Governance and Indian Banks.

Leadership Development: Definition and Meaning of Leadership – Role and Functions of a Leader – Importance of Leadership – Leadership Qualities – Leadership Theories – Leadership Styles – Succession Planning.

Entrepreneurship in Banks and Managing Innovation: Entrepreneurship in Banks – Entrepreneurship and Small Business – Features of Entrepreneurship – Managing Innovations – Innovations in Banking – Role of Technology in Innovations – Operative Checks.

Ethics in Banks: Ethics – Information and Ethics in Banking – Commercial Applications of Customer Data – Importance of Trust – Ethical Performance of a Bank.

ELECTIVES IN INSURANCE

GROUP G

Life Insurance and Group & Health Insurance (Max Marks: 100, Duration: 3 Hrs)

LIFE INSURANCE

Basic Concepts of Life Insurance: Modern Concepts of Life Insurance – Three Basic Principles of Life Insurance – Risks to Economic Stability – The Different Methods to Ensure Economic Stability – Types of Claims – Different Economic Uses of Life Insurance – Advantages of Life Insurance.

Personal Financial Planning and Life Insurance: Different Components of Life Cycle – Factors Affecting the Financial Planning of an Individual – Role of Life Insurance in Personal Planning.

Life Insurance Products: The Basic Elements of the Life Insurance Products – Features of Term Insurance – Features of Endowment Assurance – Life Insurance Products available in the Overseas Market – Need for an Annuity Contracts – Different Types of Annuities – Obligations of Insurance Company.

Product Development: Concept for Product – Origin of a New Product – Market Orientation – New Product Development Process – Life Insurance Products.

Services Marketing: Importance of Services – Characteristics of a Service Product – Quality of Service – Productivity – Marketing Channels – Bancassurance – e-Insurance.

Life Insurance Premium Setting: Factors that Affect Premium – Morality Statistics – Methods of Providing Life Insurance Protection – Valuation – Surplus and its Distribution.

Risk Assessment and Underwriting: Concept of Underwriting – Different Classes of Lives and the Standard for Classification of Risks – Important Factors to Assess the Insurability of an Individual – Sources of Information for Underwriting – Classification of the Underwriting Process – Measures to be Considered for the Sub-standard Lives.

Legal Framework: Essentials of a Valid Contract – Special Features of Life Insurance Contract – Essentials of Insurable Interest – Utmost Good Faith – Representation/Warranty/Indemnity – Policy Document – Agency.

Life Insurance Policy Servicing: Maintenance of Records – Premium Payments – Alterations/Loans – Duplicate Policy – Other Services.

Claims Management: Operative Clauses of the Policy – Maturity Claims – Death Claims – Nomination/Assignment – Married Women's Property Act – Accident and Disability Benefit.

IT Applications: Evolution of Policy Bond – Application of IT.

GROUP AND HEALTH INSURANCE

Principles of Health Insurance: Economic Security and the Need for Health Insurance – Economic Value of Human Life – Meaning and Types of Health Insurance – Importance of Health Insurance – Principles of Health Insurance.

Health Insurance Products: Introduction to Health Insurance – Types of Health Insurance – An Overview of Global Health Insurance Market – Medicare Plans of the USA – Health Insurance in India – Various Plans – Health Insurance in India – The Future Scenario.

Group Insurance Products: Evolution of the Concept of Group Insurance – Eligible Groups for Group Insurance Coverage – Different Kinds of Group Health Insurance Providers and the Benefits Offered – Group Health Insurance Coverages – Cafeteria Plans – Group Disability Plans – Group Insurance in the Indian Context.

Social Security: The Concept of Social Security – Social Security – Indian Perspective.

Product Design, Development and Evaluation: The Intricacies of Designing a New Product – Design Clarification – Implementation Process – Evaluation of the Products.

Risk Assessment, Underwriting and Premium Setting: The Meaning and Importance of Underwriting – Profitability of Insurance Company and Underwriting – Sources of Information Concerning Health Insurance – Risk Identification and Classification – Factors Affecting Underwriting in Health Insurance – Factors Affecting Underwriting in Group Insurance – Pricing of Health Insurance – Gross Premiums – Annual Claim Costs – Profitability Measures.

Claims Management and Third Party Administration: The Contractual Obligations of Insured and Insurer under the Policy – Claims Handling Procedures – Claims Settlement – Third Party Administration.

Marketing and Servicing: Elements of Insurance Marketing – Distribution Channels in Insurance – Marketing in Group Insurance – Marketing

Intermediary Compensation – Insurance Marketing Scenario in India – Customer Relationship Management.

Legal Framework and Documentation: Moral Hazard and its Implications – Contractual Provisions of Health Insurance – Contractual Provisions of Disability Insurance – Contents of Policy Documents – Redressal Mechanism against Consumer Grievances.

General Insurance: Personal & Commercial (Max Marks: 100, Duration: 3 Hrs)

GENERAL INSURANCE: PERSONAL

Principles of General Insurance: The Role of Insurance and Financial Security – Classification of Risks – The Role of Financial System and Insurance – Risk Management and Insurance – An Overview of the Insurance System – Principles of Insurance – Personal Lines and Commercial Lines of Insurance.

Personal Policies: Family Risk Management – Personal Accident Insurance – Insurance Cover for Specific Groups – Health Insurance – Critical Illness Insurance – Travel Insurance.

Insurance of Property and Liability: Principles of Property Insurance – Fire Insurance – Package Policies – Motor Insurance – Liability Insurance – Workmen's Compensation Policy.

Risk Assessment, Underwriting and Rate Making: Need for Risk Assessment – Tariff Rating – Classifications of Hazards – Underwriting of Physical Hazards – Underwriting of Moral Hazards – Underwriting of Different Hazards.

Product Design, Development and Evaluation: The Role of Regulation – Other Factors in Product Development – Product Design, Development and Evaluation – New Products – Problems in Product Development.

Legal Framework and Documentation: Essentials of Insurance Contract – Insurance Contract and Legal Framework – Elements of Insurance Contracts – Women’s Compensation Act, 1923 – Motor Vehicle Act, 1939 – Public Liability Act, 1991 – Documentation.

GENERAL INSURANCE: COMMERCIAL

Introduction to Commercial General Insurance: Origin of General Insurance in India – Formation of General Insurance Corporation of India – Current Industry Scenario.

Fire Insurance: Origin and Scope of Fire Insurance – Application of Basic Principles of Insurance – Standard Fire Policy – Express Conditions and Warranties of Policy – All India Fire Tariff – Industrial all Risks Insurance Policy – Mortgage Clause – Concept of Other Insurance, Contribution and Co-insurance – Fire Hazards and its Prevention.

Motor Insurance: Significance of Motor Insurance – The Principles Underlying the Motor Insurance Policy – Different Types of Motor Vehicles, Policies and the Risks Covered – Factors for Rating – Underwriting and Claims Process.

Aviation Insurance: Scope & Nature of Aviation Insurance – Development of Aviation Insurance – Aviation Insurance Market and Risk Placing – Major Clauses of Aviation Insurance Business – Aviation Products Liability – Clauses used in the Aviation Market – Risk Management in the Aviation Context – Underwriting Considerations.

Engineering Insurance: Application of Basic Principles of Insurance – Erection All Risks Policy – Marine cum Erection Policy – Advance Loss of Profit (Delay in Start-up Insurance) – Machinery Insurance Policy – Electronic Equipment Insurance.

Agriculture Insurance: The Need for Agricultural Insurance – Crop Insurance – Particulars of National Crop Insurance Scheme – Outlook for Crop Insurance in India – Significance of Cattle Insurance – Other Rural Insurance Schemes.

Marine Insurance: Marine Insurance, its Significance and Market – Fundamental Principles of Marine Insurance – Classification of Marine Insurance Policies – Contract of Marine Insurance – Marine Cargo Policy – Inland Transit Clauses – Marine Losses.

Credit Risk Insurance: Need for Credit Insurance – Benefits and Limitations – Types of Credit Insurance – Basic Factors Safeguarding a Credit Insurer – Credit Exposures – Export Credit Insurance – Underwriting Factors.

Liability Insurance: Historical Background – Basic Legal Principles and Law of Tort – Types of Liability Policies.

Surety, Bonding Insurance: Surety and Contract of Suretyship – Types Surety of Bonds – Fidelity Guarantee – Different Types of Policies – Underwriting and Rating Considerations – Forgery Bonds.

Workmen's Compensation Insurance: Workmen's Compensation Act, 1923 – Workmen's Compensation Insurance Policy – Functions of Workmen's Compensation Insurance – Tariff Regulations for the Policy – Rating Process – Self Insurance.

Miscellaneous Insurances: Bankers Blanket Policy – Purpose of Burglary Insurance – Money Insurance and Significance.

Risk Assessment, Underwriting and Rate Making: Risk Management in Insurance – Risk Assessment and the Methods Adopted – Underwriting and its Objectives – Rate Making and the Underlying Principles.

GROUP H

Insurance Management - I (Max Marks: 100, Duration: 3 Hrs)

UNDERWRITING MANAGEMENT

Fundamentals of Underwriting: The Underwriting Process – The Role of the Underwriter – Underwriting Activities – Need for Underwriting.

Establishing Underwriting Policy for Insurance Products: Establishment of Underwriting Policy Criteria – Policy Clauses – Excesses, Deductibles, Loadings and Incentives – Internal and External Constraints on Underwriting Policy – Risk Assessment.

Underwriting Information: Information Necessary for Underwriting – Determining how much Information to Gather – Initial Sources of Underwriting Information – Additional Sources of Underwriting Information.

Underwriting and Business Types: Types of Business Ownership – Who Should be an Insured? – Underwriting the Management of the Organization – Underwriting and Employment Relationships – Underwriting and the Insured's Business Category – Underwriting and Financial Analysis – Financial Statement Analysis – The Balance Sheet – Ratio Analysis.

Pricing the Insurance Product: Mathematical Basis for Insurance Pricing – Regulatory Objectives – Risk Premium – Estimating the Risk Premium – Prospective Risk Analysis – Principles and Use of Retrospective Rating – Effects of Change in Political, Environmental, Social, Technological, Legal and Economic Conditions.

Perils and Clauses of Insurance Policies: Meaning of Peril – Components of an Insurance Policy – Named Perils vs All Risk Agreements – Common Policy Conditions – Clauses Limiting Amounts Payable.

Underwriting in Life Insurance: Concept of Underwriting – Different Classes of Lives and the Standard for Classification of Risks – Factors of Insurability – Sources of Information for Underwriting – Classification of the Underwriting Process – Methods of Rating Sub-Standard Lives.

Underwriting in General Insurance – I (Fire and Marine): Underwriting of Fire Insurance – Fire Tariff Rules and Regulations – Standard Fire and Special Perils Policies – Fire Add on Covers – Fire Special Policies and Clauses – Fire Rating – Marine Underwriting – Cargo Insurance Coverages – Marine Duration – Cargo Underwriting – Hull Insurance.

Underwriting in General Insurance – II (Motor, Engineering, Aviation and Miscellaneous): Underwriting of Motor Insurance – Underwriting of Engineering Insurance – The Underwriting Factors – Aviation Insurance –

Underwriting Considerations – The Methods of Rating – Factors Governing Rate.

Implementation of Operational Controls: Concept of Underwriting Authority – Auditing – Training

CLAIMS MANAGEMENT

Concept of Claims: Concept of Claims – Claims and Loss Assessment – Damages and Losses.

Classification of Claims: Classification of Insurance Claims – Classification of Claims-based on the Interests of Parties – Classification of Claims-based on Time Span of Politics.

Essential Elements of Claims: Insurance Contracts and Parties – Nature of Claims Payment – Essential Elements of Claims – Claims Management and Claims Handling.

Claims Procedure and Claimant: Notice of Event – Evidence of Loss – Multiple Claims and Reciprocal Claims.

Claims Procedure and Insurer: Claim Process and Insurer – Preliminary Investigation and Decision-making – Appointment of Loss Assessors and Surveyors – Role of Agent in Claims Settlements – Claims Payments – Payment of Claims in Courts – Rejection of Claims.

Claims Settlements: Claim Settlements – Delays in Claims Settlements – Claims and Underwriting of Policies – Frauds and Misrepresentations in Claims.

Marine Insurance Claims: Marine Insurance: Nature and Risks Covered – Types of Marine Insurance Policies – Assignment of Policies and Claims – Loss and Assessment in Claims Settlements – Payment of Charges and Expenses – Claims Settlement.

Fire Insurance Claims: Fire and Risk – Elements of Fire Insurance – Special Doctrines – Types of Policies and Losses Covered in Fire Insurance – Claims Disputes and Procedure – Settlements and Payments.

Public Liability and Motor Vehicle Insurances Claims: Public Liability Insurance – Settlement of Claims under Motor Vehicle Insurance – Legal Representatives – Transfer of Vehicle and Insurance Certificate – Compensation under the Motor Vehicle Insurance – Claims under Motor Vehicle Insurance – Claims Tribunal and Compensation.

Claims in Life Insurance Policies: Concepts of Life Insurance and Claims – Payment of Claims – Disputes in Life Insurances Claims – Proof of Age and Death – Settlement of Claims.

Claims under Social Insurances: Concept of Social Insurance – Events Covered under Social Insurance – Crop Insurance – Miscellaneous Insurance – Catastrophe Claims – Claims Fund and Claims Payment – The Role of Government in Claims Settlement.

Claims Disputes and Settlements: Claims Disputes – Types of Disputes – Conflict of Interests – Dispute Resolutions – Alternative Dispute Resolutions.

Arbitration and Claims Tribunals: Powers of Arbitral Tribunals and Claims Settlement – Procedure of Arbitration – Settlement – Arbitral Award – Appeals – Appointment and Constitution of Tribunal – Powers of Claims Tribunal – Powers of the State Government to make Rules.

IRDA and Insurance Ombudsman: Powers of IRDA in Claims Management – Role of Central Government in Claims Settlement – Appointment of Insurance Ombudsman – Ombudsman and the Insured – Ombudsman and the Insurer.

Insurance Management - II (Max Marks: 100, Duration: 3 Hrs)

REINSURANCE

Principles of Reinsurance: Concept of Reinsurance – History of Reinsurance – Development and Types of Reinsurance – Basics of Valid Reinsurance Contract – What the Parties Gain from Reinsurance Contract – Functions of Reinsurance – Concept of Retrocession.

Types of Reinsurance: Proportional Reinsurance – Non-Proportional Reinsurance – Facultative Reinsurance – Treaty Reinsurance.

Property and Casualty Reinsurance: Kinds of Risks in Property Reinsurance – Property Reinsurance – Underwriting Considerations – Casualty Reinsurance – Co-insurance.

Marine Reinsurance: Purpose of Marine Reinsurance – Marine Cargo Reinsurance – Marine Hull Reinsurance – Marine Reinsurance Program in India – Maritime Frauds.

Aviation Reinsurance: Classification of Aviation Insurance – Types of Aviation Reinsurance – Underwriting of Marine and Aviation Reinsurance – Premium Reserves.

Reinsurance Accounting and Financials: Purpose of Accounting – Main Types of Reinsurance Arrangements – Concept of Cash Flow.

Reinsurance Underwriting: Factors that Affect Reinsurance Business – Underwriting Policy – Underwriting Limits – Underwriting Management – Underwriting Guidelines – Life Reassurance – Reinsurance Pricing.

Claims Management: Corporate Claims Philosophy – Claim Notification – Claims Reporting and Claim Reserving – Duties of Cedent and Reinsurer – Claim Developmental Analysis – Over-Payment of Claims – Auditing.

Legal Principles – Reinsurance: Reinsurance as a Contract – Arbitration – Mediation – Regulatory Reinsurance Terms – Additional Clauses – Regulating Certain Kinds of Contracts.

Organization and Operations: Meaning and Types of Cession – Ceding and Assuming Reinsurance – Structures of Reinsurance – Record Keeping Concepts of Reinsurance – Types of Reinsurers – Design and Arrangement of Reinsurance Program.

Reinsurance Markets: Features of a Successful Reinsurance Market – Various Global Reinsurance Markets – The Indian Reinsurance Market – Role of Captives – Inward Reinsurance.

INSURANCE OPERATIONS

Overview of Insurance Operations: The Field of Insurance – Types of Insurers – Insurer Organizations – Risk Transfer Process – Objectives of Insurers – Constraints on Achieving Objectives – Measurement of Insurer Performance – Principal Functions of an Insurer – Interdependence among Functions.

Marketing in Insurance Operations: The Property-Liability Insurance Product – Role of Marketing in Property-Liability Insurance – Key Marketing Decisions – Marketing Objectives, Strategies and Plans – Marketing Functions – Functional Interdependence – Special Constraints on Property-Liability Insurance Marketing.

Distribution Systems: Insurance Market Intermediaries – Types of Insurance Distribution Systems – Market Distribution System Management – Functions of Insurance Agents – Distribution System Decisions.

Loss Control and Premium Auditing: Loss Control – Premium Auditing – Organization of the Premium Auditing Function.

Ratemaking Principles: Actuarial Services – Principles of Ratemaking – Rate Regulation.

The Ratemaking Process: Development of Ratemaking Data – Comparison of Ratemaking Methods – Other Lines of Insurance – Rate Filing.

Insurer Financial Management: Loss Reserve Analysis and Verification – Planning – Analysis of Reinsurance Requirement – The Evaluation of Insurers.

Claims Adjusting: The Claims Adjusting Process – Source of Liability.

Property Claims Adjusting: General Issues in Property Claims Adjusting – Challenges Facing Specific Types of Property Claims.

Liability Claims Adjusting: General Issues in Liability Claims – Challenges Facing Specific Types of Liability Claims.

ELECTIVES IN INTERNATIONAL BUSINESS

GROUP G

International Business Environment (Max Marks: 100, Duration: 3 Hrs)

An Overview of the Global Business Environment Understanding Globalization; The Global Business Environment & its Components; Social Environment; Cultural Environment; Political Environment; Economic Environment; Legal Environment; Regulatory Environment; Technological Environment; Tax Environment; Impact of Globalization on Business.

Process of Globalization Historical Perspective of Globalization; Need to Globalize; The Stages of Development of a Transnational Corporation; Challenges of Globalization; The Metanational Corporation.

Economic Environment Classification of Economies; Economic Indicators; Economic Integration.

Political Environment Types of Political Systems; Political Risk; Factors that Contribute to Political Risk; Analysis of Political Risk; Management of Political Risk.

Political Environment in Emerging Countries Political Environment in China; Political Environment in India; Political Environment in Brazil; Political Environment in Russia.

Political Environment in Developed Countries Political Environment in the United States of America; Political Environment in Japan; Political Environment in the Federal Republic of Germany (FRG) ; Political Environment in France; Political Environment in the UK; Political Environment in Canada; Political Environment in Italy; Political Environment in Australia.

Social Environment Society; Family; Demographic Issues; Global Environment Policy and Management Issues.

Cultural Environment Understanding Culture; Characteristic of Culture; Hofstede's Model; Influence of Culture on Consumption; Influence of Culture on Thinking Process; Influence of Culture on Communication Process; Managing Cross-Cultural Differences; Locating Relevant Cultural Information; Culture Shock

Social and Cultural Environment in Developing Countries Social and Cultural Environment in China; Social and Cultural Environment in Brazil; Social and Cultural Environment in Russia; Social and Cultural Environment in India.

Social and Cultural Environment in Developed Countries Social and Cultural Environment in the United States; Social and Cultural Environment in Japan; Social and Cultural Environment in Germany; Social and Cultural Environment In France; Social and Cultural Environment in the UK; Social and Cultural Environment in Canada; Social and Cultural Environment in Italy; Social and Cultural Environment in Australia.

An Overview of Technology Definition of Technology; The Choice of Technologies to Develop; Technology Development; Technology Transfer; Impact of Information Technology on Organizations.

Influence of the Internet on Business Description of Internet & Internet Tools; Vague Market Signals; Benefiting from Internet Channel; Internet, Infomediaries, Innomediaries; Industry Structure in the Age of the Internet; No First Mover Advantages.

Regulatory Environment Purpose of Regulation; Employment and Labor Laws; Discrimination in Employment; Environment and Pollution Control; Intellectual Property Rights; Regulations Related to Product Promotion in Different Countries; Securities Regulation in Different Countries; Anti-trust Law in the US; Regulatory Environment in Europe.

Tax Environment The Purpose of Taxation; Types of Taxation; Double Taxation; Taxation in Times of E-commerce.

Legal Environment Tariffs; Non-tariff Barriers; Trade in Textiles and the MFA ; Anti-dumping Laws; Foreign Investment Regulations; Litigation and Dispute Settlement; Cyber Laws; INCO Terms.

International Management –I (Max Marks: 100, Duration: 3 Hrs)

SECTION I: INTERNATIONAL FINANCE

Part I: International Economics

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

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

International Trade Finance in India: Import Financing, Letters of Credit, Export Financing, EXIM Bank, Exchange Control Regulations Related to Merchant Transactions.

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

Part II: Global Financial System

International Monetary System: Exchange Rate Mechanisms, History of Monetary Systems – Gold Standard, Gold Exchange Standard, Bretton Woods System, Post Bretton Woods System, European Monetary System, Recent Developments.

The Foreign Exchange Market: Structure and the Participants, Types of Transactions, Mechanics of Currency Dealing, Exchange Rate Quotations,

Arbitrage, Forward Rates, Evolution of Exchange Control and the Foreign Exchange Market in India, Exchange Rate Computations. The Links between the Forex Market and the Money Market, Covered Interest Arbitrage, Covered Interest Parity Theorem, Swap Margins and Interest Rate Differentials, Option Forwards, Cancellation of Forward Contracts, Forward-Forward Swaps, Short Dated and Broken Date Contracts.

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

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

Part III: Exchange Risk Management

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

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

Part IV: International Projects

International Project Appraisal: The Difficulties in Appraising a Foreign Project, Issues in Cost of Capital, The Adjusted Present Value (APV)

Approach, The APV Approach for a Foreign Project, Choice of Discount Rates.

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

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

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

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

SECTION II: INTERNATIONAL TRADE

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

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

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

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

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

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

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

Current Developments

GROUP H

International Management –II (Max Marks: 100, Duration: 3 Hrs)

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 (Max Marks: 100, Duration: 3 Hrs)

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

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

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

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

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

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

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

Marketing Management in MNCs Product Attributes that Have to be Considered by MNCs; Distribution Strategies to be Adopted by MNCs;

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

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

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

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

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

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

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

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

***Strategic Issues for Indian MNCs Evolution of Indian Companies;
Overcoming Liabilities of Indianness; Developing New Competencies;
Building the Future; Role of Government.***

ELECTIVES IN FINANCE

GROUP G

Securities Analysis (Max Marks: 100, Duration: 3 Hrs)

Investment Scenario: Concept of Investment – Investment Objectives and Constraints – Investment Classification – Financial Markets – Real Investment Avenues.

Risk and Return: Concept of Risk and Return – Reduction of Risk through Diversification – Quantifying Portfolio Risk and Return – Measurement of Risk in Portfolio Context – Security Market Lines and its Applications.

Stock Market in India: Markets and their Features – Development of Securities Markets in India – Regulation of Securities Markets – Stock Issuing Market (Primary Market) – Secondary Market – Trading and Settlement – Clearing and Settlement Procedure.

Security Market Indicators: Utility of Security Market Indices – Construction of Security Market Indices – Types of Security Market Indices in India – Limitations of Various Indices.

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

Fundamental Analysis: Objectives and Beliefs of Fundamental Analysis – Framework for Fundamental Analysis – Concept of Intrinsic Value – Economic Forecasting Methods – Industry Analysis – Key Characteristics in

an Industry Analysis – Industry Life Cycle – Business Cycle Analysis – Structural Analysis – Company Analysis.

Impact of Changes in Accounting Policies: Changes in Accounting Policies – Depreciation – Valuation of Fixed Assets – Foreign Exchange Transactions – Amortization of Preliminary and other Expenses – R&D Expenditure – Valuation of Inventory – Treatment of Gratuity – Lease Accounting.

Equity Stock Valuation Models: Valuation Methods – Measures of Relative Value – Free Cash Flow Model to Equity Model – Quantitative Analysis – Value Added Concept – Evaluation of Security Analysis

Bond Valuation: Strategic Role of Bonds: An Investor's Point of View – Bond Terminology – Types of Bonds – Value of a Bond – Bond Returns – Assumptions Underlying YTM – Bond Price Theorems – Accrued Interest – Riskiness of Bonds – Determining the Interest Rates – Forecasting Interest Rate Trends – Term Structure of Interest Rates – Interest Rate Risk and Duration – Bond Price Volatility – Immunization – Analysis of Deep Discount Bonds – Analysis of Convertible Bonds – Analysis of Tax-Sheltered Fixed Investment Avenues.

Efficient Market Hypothesis: Concept of Efficiency of the Stock Markets – Forms of EMH – Empirical Tests of EMH in the Indian Market – Description of Tests of EMH.

Technical Analysis: Concept of Technical Analysis – The Dow Theory – Types of Charts – Price Patterns – Trend Lines – Trend Channels – Support and Resistance Levels – Relative Strength Analysis – Moving Averages – Breadth of the Market – Volume – Momentum – Advanced Technical Tools – The Confidence Index – Contrary Opinion Theories – Oscillators – Stochastics – Elliott Wave Theory – Academic Perspective of Technical Analysis.

Futures: Forward Contracts – Futures Contract – Interpretation of Futures Price Quotations – Trading Mechanism of Futures – Basis and Spread – Hedging with Futures – Clearing and Settlement of Futures – Interest Rate Derivatives in India.

Options: What Options Mean? – Options Terminology – Pay-off from Options – Trading Process – Options Market in India – Settlement of Options Contracts.

Warrants and Convertibles: Bonds with Warrants – Convertible Bonds – Callable Bonds – Floating Rate Notes – Dual Currency Bonds – Equity Index-linked Notes – Commodity-linked Bull and Bear Bonds – Swap-Linked Notes.

Real Assets: Real Assets – Appraisal of Real Assets – Approaches to Estimate the Market Value – Methods to Calculate the Capitalization Rate – Subjective Factors Affecting the Value of Real Estate.

Mutual Funds: The Concept and Objectives of a Mutual Fund – Types of Mutual Funds – Advantages of Mutual Funds – Mutual Fund Services – Organization and Management of Mutual Funds – The Mutual Fund Scene in India.

Portfolio Management (Max Marks: 100, Duration: 3 Hrs) Introduction to Portfolio Management (A): Meaning of Investment – Necessity of Investment Policy – Inputs to a Policy Statement – Investment Motives – Risks in Investment – Need for Portfolio Management – The Portfolio Management Process.

Investment Policy (A): Different Types of Investors, their Needs and Weaknesses – Implementing Investment Strategies – Investment Objectives and Constraints of Different Types of Investors – Psychology of Risk – Significance of Behavioral Finance – Individual Investors – Institutional Investors – Drivers of Investment Policies – Setting Objectives for the Institutional Investors – Investment Policies of the Institutional Investors.

Capital Market Expectations (A): Forecasting the Capital Market Environment – Macroeconomic Variables Affecting Capital Market Expectations – Short-Term Forecasting Techniques – Impact of Inflation – Nature of an Effective Forecast.

Asset Allocation: Policies and Procedures (A): Asset Allocation Process – Types of Asset Allocation – Management Style – Different Approaches to Asset Allocation Decision.

Capital Market Theory (A): Markowitz Model and Efficiency Frontier – Evolution of Capital Asset Pricing Model – Dominant Portfolio – Separation Theorem – Capital Market Line – CAPM – Security Market Line – Application of CML and CAPM.

Arbitrage Pricing Theory (A): Arbitrage Pricing Model – Arbitrage Mechanism – Comparison of CAPM and APT – Applications of APT.

Portfolio Analysis (A): Components of Risk and Return – Systematic and Unsystematic Risk – Beta of a Portfolio – Portfolio Diversification – Marginal Productivity of Incremental Assets – Perils of Excessive Diversification.

Optimal Portfolio Selection (A): Concept of Indifference Curves – Efficient Set Theorem – Optimal Portfolio Selection.

Portfolio Revision (A): Need and Importance of Portfolio Revision – Pitfalls to be Avoided in Portfolio Revision – Portfolio Revision Techniques – Practical Problems in Portfolio Revision – Selection and Revision of Equity Portfolios.

Measuring and Evaluating Portfolio Performance (A): Meaning and Importance of Portfolio Performance Measurement – Measures of Return – Buying the Index Approach – Performance Evaluation of the Portfolio Manager – Evaluating Asset Class Managers.

Equity Portfolio Management (A): Efficient Market Hypothesis – Passive vs. Active Management Strategies – Types of Passive Portfolios – Active Management Styles and Strategies – Combining Active and Passive Styles – Factor-Based Approach – Equity Style Management – Book Value/Market Value Ratio.

Fixed Income Portfolio Management (A): Fixed Income Portfolio Management Strategies – Passive Management – Semi-active Management – Active Management – Use of Derivatives in Fixed Income Portfolio Management – International Fixed Income Portfolio Management.

Portfolio Management Using Futures (A): Features of Index Futures Contracts – Pricing of Index Futures Contracts – Stock Index Arbitrage.

Portfolio Management Using Options (A): Generic Terms Used in Options – Factors Influencing Option Prices – Elementary Investment Strategies – Trading Strategies of Options.

GROUP H

Treasury & Forex Management (Max Marks: 100, Duration: 3 Hrs)

PART I: TREASURY MANAGEMENT

Scope and Functions of Treasury Management: What is Treasury Management? – Structure and Organization of Treasury Management – Role of Chief Financial Officer – Functions of Treasurer and Controller – Responsibilities of Treasurer.

Time Value of Money: The Concept of Time Value – Future Value of a Single Flow (lump sum) – Future Value of Multiple Flows – Future Value of Annuity – Present Value of a Single Flow – Present Value of Uneven Multiple Flows – Present Value of Annuity.

Valuation of Securities: Concept of Valuation – Bond Valuation – Bond Value Theorems – Equity Valuation.

Financial Forecasting: Need for Forecasting – Financial Statement Analysis – Ratio Analysis – Funds Flow Analysis.

Short-term Financial Planning: Working Capital Management – Financing Current Assets – Cash Management – Inventory Management – Receivables Management.

Financial Markets and Instruments: Financial Systems and Financial Markets – Money Market Instruments – An Overview of the Capital Markets.

Long-term Funds: Needs and Sources: Sources of Long-term Finance – Theory of Capital Structure – Capital Expenditure Decisions – Dividend Policy.

Leverage: The Concept of Leverage – Measures of Leverage.

Lease Financing: What is Leasing? – Advantages and Disadvantages of Leasing – Return to Lessor and Cost to the Lessee.

Internal Treasury Controls: Accounting and Control – Various Measures of Controls – Information Systems and Reporting – Measuring Treasury Performance – Failure of Controls.

Tax Planning and Treasurer: What is Tax Planning.

Managing Bankruptcy: Factors Leading to Bankruptcy – Symptoms of Bankruptcy – Bankruptcy Costs – Bankruptcy Prediction Models – Case Study – Barings.

Banking Relationships: Services Rendered by Banks – The Indian Banking Services – Selection of Bankers and Lenders – Managing Banking Relationships.

Managing Investor Relationships: Types of Investors – Information needs of the Investment Community – Investor Relations Programs – Dealing with Hostile Press.

PART II: FOREX MANAGEMENT

International Economics and International Finance: International Trade – Theories of International Trade – International Monetary Systems – Balance of Payments.

International Financial Markets and Instruments: Origin of International Markets – International Capital Market Instruments – The Players.

The Foreign Exchange Market: The Structure – Different Types of Quotations – Different Types of Transactions – Forex Dealing Room Operations.

Exchange Rate Determination: Purchasing Power Parity (PPP) – Different Forms of PPP – Reasons for PPP not Holding Good Always.

Financing of International Trade: Documents used in International Trade – Import Financing – Export Financing – The Role of EXIM Bank – Export Credit Guarantee Corporation (ECGC).

Introduction to Derivatives: Financial Futures – Foreign Currency Options – Financial Swaps.

Strategic Financial Management (Max Marks: 100, Duration: 3 Hrs)

Strategic Financial Management: An Overview: Financial and Non-financial Objectives of a Company – Agency Theory – Reasons for Conflicts of Interest – Strategic Financial Planning – Long-term and Short-term Financial Planning in a Company.

Firm's Environment, Governance and Strategy: Business Environment of a Firm – Operational Structure of a Firm – Financial Structure of a Firm.

Valuing Real Assets in the Presence of Risk: Tracking Portfolios and Real Asset Valuation – Different Approaches of Valuing Real Assets.

Allocating Capital and Corporate Strategy: Valuing Strategic Options with the Derivatives – Weighted Average Cost of Capital.

Real Options: Comparing Financial and Real Options – Various Types of Real Options – Applications of Real Options – Drawbacks of Real Options.

Capital Structure: Optimal Financial Leverage – Capital Structure Theories – Capital Structure in Imperfect Market – Bankruptcy Costs and Capital Structure – Agency Costs and the Capital Structure – Financial Signaling through Capital Structure Decisions – Strategic Determinants of the Capital Structure.

Dividend Policy: Dividend Pay-out Models – Strategic Determinants of Dividend Policy – Bonus Issues and Stock Splits – Earnings Distribution through Share Repurchases – Theories of Dividends.

Managerial Incentives: Factors Affecting Managerial Incentives – Separation of Ownership and Control – Factors Influencing Managerial Incentives – Value Based Management.

Decision Support Models: The Modeling Process – Models for Maximizing Shareholder Value.

Financial Statement Analysis: Tools and Techniques in Financial Statement Analysis – Industry and Company Analysis – Ratio Analysis and Performance – Du Pont Analysis – Comparative Analysis.

Financial Distress and Restructuring: Meaning of Bankruptcy – Factors Leading to Bankruptcy – Symptoms of Bankruptcy – Bankruptcy Prediction Models – Effects of Financial Distress – Reorganization of Distressed Firms.

Working Capital Management: Working Capital Leverage – Weighted Operating Cycle – Cash Management Models.

Strategic Cost Management: Value Chain Analysis – Activity Based Costing – Target Costing – Quality Costing – Life Cycle Costing – Product and Project.

Corporate Risk Management: Nature of Risk – Approaches to Risk Management – The Process of Risk Management – Techniques of Risk Management – Risk Management Guidelines.

Risk Management and Corporate Strategy: Modigliani-Miller Theorem – Hedging Choice of the Investor – Motivations Behind Hedging – Hedging and Managerial Incentives – Types of Foreign Exchange Risk Management.

Enterprise Risk Management: Risk Management – Various Types of Risks – Systems and Processes – Implementing ERM.

ELECTIVES IN HUMAN RESOURCE MANAGEMENT

GROUP G

Performance Measurement and Reward Systems (Max Marks: 100, Duration: 3 Hrs)

Introduction Hostility to Traditional Appraisals; Alternative Best Practices; What is New in Performance Management; Meaning of Work; What is Performance; Managing Performance.

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

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

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

Components of Managee Performance & Development Plan Role Description; Performance Standards; Assignments for Systems and Managee Development.

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

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

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

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

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

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

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

Transmuting Learning into Action Defining Organizational Effectiveness; Leadership and Change; Rules of Thumb for Change Agents; Performance Management Skills.

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

Recruitment, Training and Development (Max Marks: 100, Duration: 3 Hrs)

RECRUITMENT

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

Seeking Applicants Recruiting Internally or Externally; Assessing Sources of Recruitment; Making Choices.

Attracting Applicants Planning Adverts; Designing Adverts; Monitoring Results.

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

Interviewing Candidates Making Plans; Starting an Interview; Questions and Answers; Concluding an Interview.

Testing Candidates 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

Starting Work Settling in; Appraising the New Employee.

TRAINING AND DEVELOPMENT

What is Training Assumptions for Prevailing and Alternative Concepts of Training; Action through Training or Action through Force.

Training Strategy Four Strategic Issues; Three Basic Phases; Modalities in Training.

Overview of the Training Process Three Phases in the Training Process; The Learning Spiral for Participants; The Training Process for Participants' Organizations.

Establishing Objectives and Preparing the Partners Organizational Collaboration through Clarifying Needs; Two Dilemmas of Development; Clarifying Individual Motivation for Training; Seven System Functions with Candidates for Training.

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.

Developing Group and the Climate The Social Process: Three Aspects.

Trainers and Training Styles Trainers' Role: Three Hidden Functions; Trainers' Style: Unique, Appropriate, Flexible.

Post Training Support for Improved Performance at Work Redressing Four Common Imbalances in Training Programs; Supporting Innovation at Work.

Evaluation of Training Two Sets of Issues for Evaluation.

The Training System System Goals and Approaches to System Development; Tasks of the Training System.

Training Centers and Like Institutions Consistent Learning Environment for Participants.

Action Research for Better Training Some Questions for Trainers to Study.

GROUP H

Leadership and Change Management (Max Marks: 100, Duration: 3 Hrs)

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.

The Making of a Leader Making of a Leader; Developing Next Generation Leaders; Tying Leadership Development to Organization Goals.

Leading a Learning Organization Learning; The Learning Organization; Leading a Learning Organization.

Coaching LeadersDemystifying 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 SuccessionLeadership Succession: An Overview; Importance of the Right CEO; Insider Vs Outsider for CEO Job; Choosing The Right CEO; Women CEOs.

Level 5 leadershipClassification of Leaders; Characteristics of Level 5 Leaders; Operating Style of Level 5 Leaders.

Narcissistic LeadersUnderstanding Narcissism; Characteristics of Narcissistic Leaders; Operating Style of Narcissistic Leaders; Balancing a Narcissistic Leader.

Leadership ChallengesChallenges of Knowledge Work; Realities of E-commerce Environment; Managing Diversity.

Understanding ChangeEvolution of an Organization; Factors that Inhibit Change; Classification of Change; Mode of Change.

Implementing ChangeTransforming an Organization; Understanding Organizational Culture; The Need to Change Culture; Changing the Culture.

Change AgentsCEOs as Change Agents; Middle-level Managers as Change Agents; HR Personnel as Change Agents; Consultants as Change Agents.

Disruptive InnovationThe 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.

Strategic Human Resource Management (Max Marks: 100, Duration: 3 Hrs)

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 to Strategy HR's Emerging Role in the Formulation and Implementation of Strategy; Models Integrating Strategy and HR; Economic Indicators of HRM.

HRM and Organizational Strategies HR and Corporate Strategy; HR and Business Strategy; Human Resource Strategy Framework.

Redesigning Work Systems Designing Work Systems; Redesigning Work Systems; Organizational Design Processes; Factors Affecting Design Processes; Organizational Structure; Types of Organizational Structure; Enacting Strategy for Structure; Emerging Issues in Organizational Redesigning.

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

Strategic Acquisition of Human Resources Strategic Recruitment; Strategic Selection; Strategic Approaches on Staffing; Strategic Issues in Staffing; Impact of Technology on Staffing.

Strategic Implications of Training and Development Overview of Training and Development; Strategic Issues in Training and Development; Use of Technology in Training.

Performance Management and Evaluation Strategic Dimension of Performance Appraisal; Moving from Performance Appraisal to Performance Management; Organizational Appraisal - Balanced Scorecard; Economic Value Added (EVA).

Compensation and Strategic Human Resource Management Objectives of Compensation; Organizational Strategy, Goals and Compensation; Pay Elements; Compensating Individuals; Compensating Groups; Compensating the Chief Executive Officer(CEO); Employee Motivation; Job Evaluation; 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 Business; Level 5 Leadership; Women CEOs; Managing Technological Innovation.

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 Separation; Concept of Downsizing; Areas Affected by Downsizing; Concept of Turnover; Relationship between Downsizing and Outsourcing.

Knowledge Management and Human Resources Characteristics of a Knowledge Organization; Relationship Between Knowledge Management and HR; Importance of Intellectual Capital; Managing Intellectual Capital; Role of the Knowledge Manager.

International Human Resource Management Introduction to International Human Resource Management; Approaches to IHRM; Managing Culture and Diversity; Forces Contributing to Diverse Workforce; Dimensions of Diversity; Diversity Processes; Strategic Issues in Managing a Diverse Workforce; Challenges and Emerging Issues in IHRM.

Mergers and Acquisitions Mergers and Acquisitions; Types of Mergers; Strategic Management of HR during Mergers; Significance of Organizational Culture During Mergers; Role of HR Departments and HR Professionals during 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; HR Outsourcing as a Best Practice; Outsourcing and HR Department; Making the Outsourcing Decision; Outsourcing in the Future; Problems Associated with Outsourcing

Human Resources and Information Technology Impact of IT on HRM; Technologies Affecting HRM; Human Resource Innovations; Conventional HRM to Web Based HRM: Transition; Application Software for Human Resources Practices; Impact of IT on Training and Development; Impact of IT on Labor Relations.

Ethical Issues in Strategic Human Resource Management Core Concepts in Ethics; Gender Differences; Ethics at the Workplace; Ethical Issues in Labor-Management Relations; Manager-Shareholder - Conflict of Interest.

ELECTIVES IN MARKETING

GROUP G

Advertising & Communication (Max Marks: 100, Duration: 3 Hrs)

Marketing Communications: An Overview Marketing Communications; Marketing Communication Mix; Factors Affecting the Marketing Communication Mix; Marketing Communication Process.

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

Modelling for Marketing Communication Evolution of Communication Models; Models of Marketing Communication.

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

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

Advertising Objectives and Planning Advertising Plan; The Briefing Process; The Advertising Production Process.

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

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

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

Mass Media Promotions Newspapers and Advertising; Magazines and Advertising; Radio and Advertising; Television and Advertising.

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

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

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

Public Relations Types of Public Relations; The Process of PR; Measurement and Evaluation of PR Effectiveness; Tools for Measuring PR Effectiveness; Role of Public Relations in Crisis Management.

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

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

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

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

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

Brand Management Brands and their Significance; Characteristics of Successful Brands; Role of Brands; Branding Strategies; Brand Equity; Brand Loyalty; Brand Awareness; Perceived Quality; Brand Associations; Branding and Marketing Communications; International Branding

Considerations; Brand Management During Recessions; Corporate Image and Brand Management .

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

Services Marketing (Max Marks: 100, Duration: 3 Hrs)

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; New Avenues in Services Marketing.

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; Uses of Marketing Research Information; Upward Communication.

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/ Individual Service.

Positioning and Differentiation of Services Definition and Concept of Positioning; Positioning Strategies; Value Chain in Services; Differentiation of Services; 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.

The Marketing Mix Elements Marketing Mix in Traditional Marketing; Inadequacy of Four Ps for Marketing Services; 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; Key Intermediaries in 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; Balancing Marketing and Operations.

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

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.

Supplementary Services Importance of Supplementary Services; Classification of Supplementary Services; Implications of Supplementary Services.

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.

Marketing Planning for Services Marketing Planning Process; Strategic Context; Situation Review; Resource Allocation and Detailed Planning.

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.

Tourism & Travel Services Marketing

Hotel Industry

Major Characteristics of Hotel Industry; Market Segmentation; Marketing Strategy; Marketing Mix; Recent Trends in Hotel Industry; Hotel Industry in India.

Tourism Industry Characteristics of Tourism Industry; The Tourism Marketing Mix; Recent Trends in the Industry; Tourism Industry in India.

Transportation Industry

Characteristics of the Industry; Transportation Marketing Mix; Transportation Industry in India.

Marketing of Financial Services

Banking Industry

Definition of Banking; Market Segmentation in Banking Industry; Marketing Mix of Banking; Recent Trends in Banking.

Insurance Industry

Market Segmentation in Insurance Industry; Marketing Mix for Insurance Industry; Recent Trends in Insurance Marketing.

Mutual Fund Industry

Definition of Mutual Fund; Market Segmentation; Marketing Mix of Mutual Fund Industry; Recent Trends in Mutual Fund Industry.

Portfolio Management

Definition of Portfolio Management; Market Segmentation and Marketing Mix; Recent Trends in Portfolio Management Industry.

Communication and Information Services

Telecom Industry

Characteristics of Telecom Industry; Market Segmentation; Marketing Strategy; Marketing Mix; Recent Trends in Telecom Industry; Future of Telecom Industry in India.

Courier Industry

Characteristics of Courier Industry; Market Segmentation; Marketing Strategy; Marketing Mix; Recent Trends in Courier Industry; Indian Courier Industry.

Media Services Marketing

Broadcasting Services

Media Services and Broadcasting; Consumer Behavior in Response to Broadcasting Services; Market Segmentation in Broadcasting; Marketing Strategy of Broadcasting Firms; Marketing Mix for Broadcasting Services; Recent Trends in Broadcasting; Broadcasting Industry in India.

Entertainment Services

Consumer Behavior in Response to Entertainment Services; Market Segmentation in Entertainment; Marketing Strategy for Entertainment Firms; Marketing Mix for Entertainment Services; Recent Trends in Entertainment; Entertainment Industry in India.

Print Media

Characteristics of Print Industry; Marketing Segmentation; Marketing Strategy; Marketing Mix; Recent Trends; Print Industry in India.

Professional Services Marketing

IT Services

Evolution of IT Services; Market Segmentation; Market Strategy; Marketing Mix; IT Industry in India.

Consultancy Services

Characteristics of Consultancy Services; Market Segmentation and Strategy; Marketing Mix; Challenges before the Indian Consultancy Industry.

Healthcare Services

Market Segmentation of Healthcare Industry; Marketing Strategy; Marketing Mix; Recent Trends in Indian Healthcare Industry.

Advertising Services Evolution of the Advertising Industry; Segmentation and Marketing Strategy of the Industry; Marketing Mix; Advertising Industry in India.

Retailing Industry

Characteristics of Retailing Industry; Marketing Segmentation; Marketing Strategy; Marketing Mix; Recent Trends; Retailing Industry in India.

Marketing of Education Services Classification of Education Services; Market for Educational Service; Characteristics of Education Services and Implications for Marketing; Education and Strategic Marketing; Marketing Mix and Education Service; Technology and its Role in Education; Education in India.

Charities Marketing The Role of Marketing in Charities; Business Functions in Charities Marketing; Management Tasks in Charities Marketing; Marketing Planning and the Marketing Mix; Charity Organizations in India.

GROUP H

International Marketing (Max Marks: 100, Duration: 3 Hrs)

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.

Sales & Distribution Management (Max Marks: 100, Duration: 3 Hrs)

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; Structure of the Book.

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.

International Sales Management Role of the Sales Manager in the International Market; International Sales and Marketing Opportunities; Challenges in International Sales Management; Strategic Issues for International Sales and Marketing; International Sales Techniques; Structures for International Sales Organizations; International Sales Management Practices.

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.

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 Careers.

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.

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.

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

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

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

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; Wholesaling in India; Future of Wholesaling.

Retailing Retailing and its Importance; Evolution of Retailing; Classification of Retailers; Strategic Issues in Retailing; Trends in Retailing; Future of Retailing.

Ethical and Social Issues in Sales & Distribution Management Ethics in Business; What is Corporate Social Responsibility; Evolution of Corporate Social Responsibility; Levels of Social Responsibility; What Influences Ethical Behavior; Management's Ethical Responsibilities.

ELECTIVES IN IT & SYSTEMS GROUP G

Data Warehousing and Data Mining (Max Marks: 100, Duration: 3 Hrs)

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

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

Data Warehouse Design Database Schema and their Types, Partitioning : Types, Strategies and Sizing of Partition, Aggregations, Data Marting - Designing and Costs, Meta Data and its Tools, System Managers, Data Warehouse Process Managers, Load Manager, Query Manager.

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

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

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

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

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

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

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

Software Project Management (Max Marks: 100, Duration: 3 Hrs)

Product and Process: Role of Software - Software characteristics - Applications - Myths - Process, methods and tools - Generic view - Process - M models - Software process models - Classical model (waterfall) - Prototype - RAD - Evolutionary - incremental, spiral, concurrent - Component based development model - Formal methods model - 4 GLs.

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

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

Project Estimation: Estimation - Important issues - Project planning objectives - Software scope - Resources - Models of estimation - Decomposition techniques - Software sizing - Problem based estimation -

LOC based estimation - FP based estimation - Process based estimation - Empirical models - COCOMO model - Putnam's model - Make / buy decision - Automated estimation tools.

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

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

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

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

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

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

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

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

Technical Metrics for OO Systems: Distinguishing characteristics of OO metrics - Metrics for OO design model - Class oriented metrics - The MOOD metric suite - Operation oriented metrics - Metrics for OO testing, Metrics for OO projects.

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

GROUP H

E-Business (Max Marks: 100, Duration: 3 Hrs)

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.

Cryptography, Computer Security + Disaster Recovery (Max Marks: 100, Duration: 3 Hrs)

Introduction to Communication Security: Security Attacks and Security Services, A Model for Internetwork Security.

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

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

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

System Security: Intruder, Virus & Worm, Firewalls – Design Principles, Trusted Systems

Disaster Recovery Planning: Business Continuity Planning (BCP) Concepts, Impact of Disaster and importance of BCP, From Disaster Recovery to Business Continuity, Business Continuity for IT services, Tools and Technologies for BCP, Planning, Testing & Managing, Disaster Recovery Strategies, Strategic approaches for BCP, Network Strategy, Data Center Protection, Services Strategy, High Availability Solution, Case Studies.

ELECTIVES IN GENERAL MANAGEMEN

GROUP G

International Business Environment (Max Marks: 100, Duration: 3 Hrs)

An Overview of the Global Business Environment Understanding Globalization; The Global Business Environment & its Components; Social Environment; Cultural Environment; Political Environment; Economic Environment; Legal Environment; Regulatory Environment; Technological Environment; Tax Environment; Impact of Globalization on Business. -

Process of Globalization Historical Perspective of Globalization; Need to Globalize; The Stages of Development of a Transnational Corporation; Challenges of Globalization; The Metanational Corporation.

Economic Environment Classification of Economies; Economic Indicators; Economic Integration.

Political Environment Types of Political Systems; Political Risk; Factors that Contribute to Political Risk; Analysis of Political Risk; Management of Political Risk.

Political Environment in Emerging Countries Political Environment in China; Political Environment in India; Political Environment in Brazil; Political Environment in Russia.

Political Environment in Developed Countries Political Environment in the United States of America; Political Environment in Japan; Political Environment in the Federal Republic of Germany (FRG) ; Political Environment in France; Political Environment in the UK; Political Environment in Canada; Political Environment in Italy; Political Environment in Australia.

Social Environment Society; Family; Demographic Issues; Global Environment Policy and Management Issues.

Cultural Environment Understanding Culture; Characteristic of Culture; Hofstede's Model; Influence of Culture on Consumption; Influence of Culture on Thinking Process; Influence of Culture on Communication Process; Managing Cross-Cultural Differences; Locating Relevant Cultural Information; Culture Shock

Social and Cultural Environment in Developing Countries Social and Cultural Environment in China; Social and Cultural Environment in Brazil; Social and Cultural Environment in Russia; Social and Cultural Environment in India.

Social and Cultural Environment in Developed Countries Social and Cultural Environment in the United States; Social and Cultural Environment in Japan; Social and Cultural Environment in Germany; Social and Cultural Environment In France; Social and Cultural Environment in the UK; Social

and Cultural Environment in Canada; Social and Cultural Environment in Italy; Social and Cultural Environment in Australia

An Overview of Technology Definition of Technology; The Choice of Technologies to Develop; Technology Development; Technology Transfer; Impact of Information Technology on Organizations.

Influence of the Internet on Business Description of Internet & Internet Tools; Vague Market Signals; Benefiting from Internet Channel; Internet, Infomediaries, Innomediaries; Industry Structure in the Age of the Internet; No First Mover Advantages.

Regulatory Environment Purpose of Regulation; Employment and Labor Laws; Discrimination in Employment; Environment and Pollution Control; Intellectual Property Rights; Regulations Related to Product Promotion in Different Countries; Securities Regulations in Different Countries; Anti-trust Law in the US; Regulatory Environment in Europe.

Tax Environment The Purpose of Taxation; Types of Taxation; Double Taxation; Taxation in Times of E-commerce.

Legal Environment Tariffs; Non-tariff Barriers; Trade in Textiles and the MFA ; Anti-dumping Laws; Foreign Investment Regulations; Litigation and Dispute Settlement; Cyber Laws; INCO Terms.

Project Management (Max Marks: 100, Duration: 3 Hrs)

Project Management: An Overview 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 Management Environment Project Stakeholders; Organizational Influences; Socio-economic Influences; Environmental and Legal Influences; Project Phases and the Project Life Cycle.

Strategy and Project Management The Role of Strategy in Project Management; The Strategy Process; Resolving Trade-Off Decisions in Strategy; Deploying Strategy; Stakeholder Marketing.

Project Management Processes Project Processes; Process Groups; Process Interactions; Customizing Process Interactions.

Project Integration Management Project Integration; Project Plan Development; Project Plan; Project Plan Execution; Overall Change Control.

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 Analysis 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 and Environmental Analysis of Projects Technical Analysis; Environmental Analysis; Social Cost Benefit Analysis (SCBA).

Financial Analysis of Projects: An Overview Project Cost; Means of Financing the Project; Working Capital Requirements and Financing; Time Value of Money.

Cost of Capital Costs of Various Sources of Finance; Weighted Average Cost of Capital.

Project Appraisal Criteria Evaluation of Project Investments; Appraising Projects Using Non-discounting Criteria; Appraising Projects using Discounting Criteria; Simple, Non-Simple, Pure, and Mixed Projects; Appraising Projects with Special Features.

Risk Analysis in Capital Investment Decisions Types of Risk; Measuring Risk; Methods of Risk Adjusted Investment Appraisal; Calculating Standard Deviation of NPV; Advanced Techniques of Risk Analysis.

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

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.

Human Resource Management: Building Project Team Organizational Planning; Selecting the Staff Required; Building Teams.

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

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

Project Communication Management Project Communication Planning; Distribution of Information; Performance Reporting; Administrative Closure.

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

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

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

Project Procurement Management Project Procurement Planning; Solicitation Planning; Solicitation; Vendor Selection; Contracting; Contract Administration; Contract Change Management System; Contract Closing.

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

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

Management of International Projects Impact of the Business Environment on International Projects; Impact of Cultural Diversity on Projects; Multicultural Communication; Managerial Behavior in International Projects.

Management of Software and Information Systems Projects Unique Features of Software Project Management; Impact of Business Trends on Information Systems Projects; Impact of Latest Technology on Information Systems Projects; Similarity of Information Systems Projects with Projects in Other Industries; Differences between Information Systems Projects and Projects in Other Industries; Developmental Phases in Information Systems Projects.

Ethics in Project Management Ethics and Project Management; Code of Ethics for the Project Management Profession; Ethics Obligation Matrix; Ethics in Project Procurement.

Future of Project Management The History of Project Management; Organizational Considerations; New Trends in Project Management; Collaborative Project Management; Contemporary Issues in Project Management.

GROUP H

Leadership and Change Management (Max Marks: 100, Duration: 3 Hrs)

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.

The Making of a Leader Making of a Leader; Developing Next Generation Leaders; Tying Leadership Development to Organization Goals.

Leading a Learning Organization Learning; The Learning Organization; Leading a Learning Organization.

Coaching Leaders Demystifying Coaching; The Leader as a Coach; Improving as a Coach.

Developing Performing Teams Moving from Command and Control to Teamwork; Understanding Teams and Teamwork; Principles Of Great Teams; Team Size and Skills; Leadership Approaches that Foster Team Performance; Team Learning.

Leadership Succession Leadership Succession: An Overview; Importance of the Right CEO; Insider Vs Outsider for CEO Job; Choosing The Right CEO; Women CEOs.

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.

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.

E-Business (Max Marks: 100, Duration: 3 Hrs)

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

GROUP I

Business Policy & Strategy (Max Marks: 100, Duration: 3 Hrs)

Introduction to Strategic Management Evolution of the Concept of Strategic Management; Importance of Strategic Management; Components of Strategic Management; The Three Levels of Strategy Planning; Making Strategic Decisions.

Strategic Management Process The Process of Strategic Management; Strategic Decision Making; Practical Limitations of the Strategic Management Model.

Company Mission Vision; Mission Statements; Formulating a Mission Statement; Social Responsibility; Stakeholder Approach to Social Responsibility; Guidelines for a Socially Responsible Firm.

Analyzing the External Environment Remote Environment; Operating Environment; Environmental Scanning; Five Forces Model; Structural Analysis and Competitive Strategy; Structural Analysis and Industry Definition; How Competitive Forces Shape Strategy; Designing Opportunistic Strategies; Formulation of Strategy.

Evaluating the Multinational Environment Considerations for a Multinational Firm; Why Companies Internationalize; Considerations Prior to Internationalization; Development of an MNC; Complexity of the Multinational Environment; Control Problems for the Multinational Firms; Multinational Strategic Planning; Multi-Domestic industries and Global Industries; Multinational Challenge; MNC Mission Statement.

Internal Analysis of the Company Value of Systematic Internal Analysis; Strategy and Internal Analysis; Analyzing Departments and Functions; Analyzing Management; The Human Side of the Enterprise; Quantitative

Approaches for Evaluating Internal Factors.

Company Culture and Values Meaning of Culture; Culture and the Organization; Culture and Strategy Creation; Culture and Organizational Structure; Culture and Style of Management; Culture and Power; Determinants of Culture; Aspects of Culture; Levels of Culture; Changing the Culture; Culture and Values; Culture and Value Systems.

Formulating Long Term Objectives and Strategy Objectives: Meaning; The Need for Objectives; The Nature of Objectives; Levels of Objectives: Strategic to Operating; The Hierarchy of Objectives; Grand Strategies; Long-term Objectives and Strategy Sets.

Strategic Analysis and Choice Criteria for Evaluating Strategic Alternatives; Strategic Analysis at the Corporate Level; Strategic Analysis at Business Unit Level; Behavioral Considerations Affecting Strategic Choice; Contingency Approach to Strategic Choice.

Operationalizing the Strategy Identification of Annual Objectives; Developing Functional Strategies; Development of Policies.

Strategy and Structure Structural Considerations; The Role of Structure: Linking Structure to Strategy; Structure and Systems; Structure and Style of Management; The Role of General Managers.

Resource Management and Control Corporate Resource Planning; Functional Resource Planning; Policies, Procedures and Budgets; Allocating Resources; Issues of Measurement and Control Systems; Establishing Strategic Control; Operational Control Systems; Reward Systems; Crisis Management.

The Value Chain and Competitive Scope Identifying Value Activities; Defining the Value Chain; The Value Chain and Buyer Value; Competitive Scope and the Value Chain; Coalition and Scope; Competitive Scope and Business Definition; The Value Chain and Industry Structure; The Value Chain and Organizational Structure.

The Value Chain and Generic Strategies Value Chain and Cost Analysis; Cost Behavior; Linkages; Cost Advantage; Pitfalls in Cost Leadership Strategies; Differentiation Strategies; Buyer Value and Differentiation.

Mergers History of Merger Movement; Corporate Restructuring; Economic Rationale for Major Types of Mergers; The Role of Industry Life Cycle; Reasons for International Mergers and Acquisitions.

Acquisitions and Divestitures Motives for Divestitures; Assembling the Divestiture Team; Preparing the Divestiture; Contents of the Offering Memorandum; The Selling Process; Financial Defensive Measures; Anti-Takeover Amendments; Position Pill Defense; Targeted Share Repurchase and Standstill Agreements; Strategic Reactions by Targets.

Joint Ventures and Leveraged Buy-Outs Joint Ventures; Joint Ventures in Business Strategy; Rationale for Joint Ventures; Reasons for Failure of Joint Ventures; Leveraged Buy Out.

Managing Change Meaning of Change; Forces for Change; Types of Change; Change Process; Resistance to Change; Strategies for Implementation and Change; Power; Politics; Effects of Power and Politics on Strategic Change.

The Strategist The Role of the Strategist; Risk; Manager and Strategy; The General Manager and Strategy; The Board of Directors and Strategic Management; The Chief Executive Officer and Strategic Management.

Challenges for the 21st Century Global Competitiveness in the New Millennium; Considerations for Strategies in the 21st Century; Emergence of a Knowledge Worker; Role of a Knowledge Worker; E-Commerce the Central Challenge; The CEO in the New Millennium.

Business Ethics & Corporate Governance (Max Marks: 100, Duration: 3 Hrs)Business Ethics: An Overview Ethics: An Overview; Nature of Ethics; Objectives of Ethics; Business Ethics; Nature of Business Ethics; Relationship between Ethics and Business; Stages of Ethical Consciousness in Business; Need for Business Ethics.

Importance of Ethics in Business Ethical Theories; Market System; Importance of Trust in Business Relations; Integrative Social Contract Theory.

The Ethical Organization and its Corporate Code The Ethical Organization: An Overview; Judging the Ethical Nature of an Organization; Corporate Code; The Development of Corporate Code; Implementation of Corporate Code.

Ethics and Rule of Law The Rule of Law: An Overview; Relationship between Law and Moral Standards; Formulation of Law; Problems of Transforming Moral Standards to Legal Requirements.

Business Ethics and Environment Environmental Ethics; Environmental Issues; Greening; Green Initiatives; India in 21st century.

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 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 Global Business: An Overview; Ethical Issues in Various Countries; Regulatory Actions in Acquisitions of Global Business; Social Obligations in Global Business.

Corporate Social Responsibility: A Historical Perspective A Historical Perspective; The Non Conformist Challenge in Britain; Progressives in North America; Post-War Statism; Responses in the Thirties; Post- War Statism.

Corporate Responsibility: Stakeholders Stakeholders: An Overview; Internal Stakeholders; External Stakeholders.

The Role of Business in Society Tasks of Business in Society; The Social Challenge; Standards and Values.

Corporation: An Overview Definitions of the Word 'Corporation'; Evolution of the Corporate Structure; Purpose of a Corporation; Corporation as a 'Person'; Corporation as a 'Moral Person'; Corporation: Expectations of Society; Corporation: Expectations of the Market.

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 Board of Directors Role of Directors; Responsibility 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: Kumara Mangalam Birla Committee Report, CII Report, Cadbury Report, OECD Report; Corporate Governance: Company Law.

GROUP J

Integrated Case Studies (Max Marks: 100, Duration: 3 Hrs)

GROUP A

Introduction to Management – Paper I (Max Marks: 100, Duration: 3 Hrs)

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; Emerging Approaches in Management Thought.

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.

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.

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 Organization 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 Entrepreneurship and Intrapreneuring.

Introduction to Management – Paper II (Max Marks: 100, Duration: 3 Hrs)

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.

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.

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

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

Productivity and Operations Management Production and Productivity; Productivity Problems and Measurement; Operations Research, Production and Operations

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.

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.

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

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

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

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

International Management Reasons for Going International; International Management Functions; Japanese Management; Theory Z; Multinational Corporations.

Managerial Effectiveness – Paper I (Max Marks: 100, Duration: 3 Hrs)

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 Types of Interviews; Planning the Interview; Conducting the 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.

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; Strong Appeal or Urgency.

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

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

Writing Effective Memos and E-mails Fundamentals of Effective Memos and E-mails; Categories of Memos; Memos about the Unpleasant; Persuasive Memos; E-mails; E-mail Etiquette.

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

The Framework of a Report The Elements of a Report; The Text of the Report.

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

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

Review of Writing Skills Sentence Structure; Punctuation; Paragraphs; Compositions; Steps in Essay Writing.

Managerial Effectiveness – Paper II (Max Marks: 100, Duration: 3 Hrs)

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.

Emotional Intelligence in Management Nature of Emotional Intelligence; Evolution of Emotional Intelligence; Components of Emotional Intelligence; Analyzing the Impact of Emotions in Workplace; Application of Emotional Intelligence in 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 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.

GROUP B

Organizational Behavior - Paper I (Max Marks: 100, Duration: 3 Hrs)

FUNDAMENTALS OF ORGANIZATIONAL BEHAVIOR

Understanding Organizational Behavior Definition of Organizational Behavior; Management Roles; Management Skills; Generalization about Behavior; Consistency Vs Individual Differences; Theoretical Frameworks; Challenges and Opportunities for Organizational Behavior; Environmental Challenges: Globalization, Information Technology, Total Quality, and Diversity and Ethics; 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 Communications 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 Operation; How Culture Influences International OB; Managing a Global Workforce: Cultural Adaptation; Differences in Managerial Leadership Across Cultures; Cultural Contingencies and Productivity.

Personality and Attitudes Meaning of Personality; Personality Determinants; Other 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; Sensation Vs. Perception; Subprocesses 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.

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.

Organizational Behavior - Paper II (Max Marks: 100, Duration: 3 Hrs)

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; Difference between Work Groups and Work Teams; Types of Work

Teams; Team Effectiveness; Teams and Total Quality Management; Teams and Workforce Diversity.

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

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

Decision Making The 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; Distinctions 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 Organizations; Learning Culture; Changing Organizational Culture.

Organizational Change Forces of Change; Managing Planned Change; The 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 Organization Development Definitions and Concepts of Organization Development; History of Organization Development; Nature of Organization Development; Client-Consultant Relationship.

Organization Development Interventions Meaning of OD Interventions; Types of OD Interventions.

Future of Organizational Development Strengths of Organizational Development ; The Future of OD: Leadership and Values; Knowledge about OD; OD Training; Interdisciplinary Nature of OD; Diffusion of OD Techniques; Integrative Practice; Rediscovering and Recording History; Possible Changes in OD Processes and Practices.

Business Economics – Paper I (Max Marks: 100, Duration: 3 Hrs)

Introduction to Microeconomics Nature and Scope of Economics; Relevance of Microeconomics; Difference between Micro & Macro Economics; Scarcity and Choice; Production Possibility Curve; Partial Equilibrium and General Equilibrium Analysis; Economics and Business.

Theory of Demand and Supply Demand Theory; Elasticity of Demand; Supply Theory; Elasticity of Supply; Equilibrium of Demand and Supply.

Consumer Behavior Choice and Utility Theory; Law of Diminishing Marginal Utility; Equi-Marginal 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 and Production Function; Break Even Analysis; Shutdown Point; Economies of Scale.

Perfect Competition Characteristics of a Perfectly Competitive Market; Supply and Demand in Perfect Competition; Short Run Equilibrium of the Competitive Firm; Long Run Equilibrium of the Competitive Firm; Efficiency of Competitive Markets; Effects of Taxes on Price and Output.

Imperfect Competition Imperfect Competition; Monopoly; Monopolistic Competition; Oligopoly.

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

Interest and Profit The Concept of Interest; Theories of Interest; The Concept of Profit; Theories of Profit; Profit Policies; Economic Progress and Profits.

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

Business Economics – Paper II (Max Marks: 100, Duration: 3 Hrs)

Introduction to Macroeconomics Developments of Macroeconomics; Objective and Instruments of Macroeconomics; Instruments of Macroeconomics Policy; Basic Concepts in Macroeconomics.

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

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

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

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

Monetary Policy Objectives of Monetary Policy; Relevance 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.

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

Banking and Money Supply Indian Financial System; The Banking System; Money Supply; The Components of Money Supply; The Money Multiplier Approach; Creation of Money and Banking System; Equilibrium in Money Market.

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

Economic Indicators The Concept of Economic Indicators; Features of Economic Indicators; Classification of Economic Indicators.

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

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

GROUP C

Marketing Management – Paper I (Max Marks: 100, Duration: 3 Hrs)

Marketing: The Development of a Concept Definition of Marketing; Evolution of Marketing ; Marketing Myopia; Marketing Dynamics; Significance of Marketing; Structure of the Book.

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 Environmental 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; The Classification of Organizational Markets; Factors Influencing Organizational Buying ; Participants in Organizational Buying; Procurement Process; Stages of Buying; Using Standard Industrial Classification Codes.

Marketing Research, MkIS and Demand Forecasting Meaning and Scope of Marketing Research; The Marketing Research Process; Barriers between Marketing Researchers and Managerial Decision- makers; The Importance of Ethical Marketing Research; 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 Scope and Importance of Strategic Planning; 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 Strategy; Designing Competitive Strategies; Competitive Intelligence System; Total Quality Management.

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.

Marketing Management – Paper II (3 hours: 100 marks)

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; 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.

Channels of Marketing Nature of Marketing Channels; Role of Marketing Channels; Functions of Marketing Channels; Designing Distribution Channels; Channel Management; Channel Dynamics; Multichannel Marketing System; Channels and Conflicts.

Logistics and Wholesaling Objectives of Market Logistics; Market Logistic Decisions; Functions of Warehousing; Types 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; Marketing Communication Integration and Coordination; Future of Marketing Communication.

Advertising, Sales Promotion and Public Relations Benefits of Advertising; Developing an Advertising Program; Evaluation of Advertising Effectiveness; 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.

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; Marketing Strategies of MNCs in India.

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

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

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

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

Information Technology & Systems – Paper I (Max Marks: 100, Duration: 3 Hrs)

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

Personal Productivity Software Word Processing Software; Spreadsheet Software; Presentation Graphics Software.

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

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

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.

Information Technology & Systems – Paper II (Max Marks: 100, Duration: 3 Hrs)

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.

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 the 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 Planning 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.

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

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

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

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

GROUP D

Accounting for Decision Making - Paper I (Max Marks: 100, Duration: 3 Hrs)

Introduction to Financial Statements: Definition of Accounting – Objectives of Accounting – Generally Accepted Accounting Principles (GAAP), – Conventions and Concepts – Financial Statements – Understanding Financial Statements – Qualitative Characteristics of Financial Statements – Users of Financial Statements.

Principal Financial Statements: Understanding Balance Sheet – Understanding Income Statement – Understanding Cash Flow Statement – Limitations of Financial Statements.

Introduction to Financial Statement Analysis: Importance of Financial Statement Analysis – Uses of Financial Statement Analysis – Information Needs of Different Users – Sources of Financial Statement Analysis – Tools and Techniques of Financial Statement Analysis – Limitations of Financial Statement Analysis.

Tools and Techniques of Financial Statement Analysis: Importance of Ratio Analysis – Classification of Ratios – Valuation Ratios – Income Statement Ratios – Balance Sheet Ratios – Cash Flow Statement Ratios – Uses and Limitations of Financial Ratios – Cross-sectional Analysis – Common-size Statement Analysis – Cross-sectional Analysis using Ratios – Time-series Analysis of Financial Statements – Methods of Time-series Analysis.

Accounting Standards: Importance of Accounting Standards – Indian Accounting Standards – Auditor's Duties in Relation to Accounting Standards – Introduction to USGAAP – Need for IAS Compliance in Indian Context – Requirements of USGAAP Compliance for Indian Corporate – Difference between USGAAP, IAS and AS.

Accounting for Decision Making - Paper II (Max Marks: 100, Duration: 3 Hrs)

Introduction to Management Accounting: Role of Management Accounting – Scope of Management Accounting – Basic Cost Terms and Concepts for Managerial Decisions – Statement of Cost or Cost Sheet.

Marginal Costing and Break-Even Analysis: Concept of Absorption Costing and Marginal Costing – Cost-Volume-Profit Analysis – Applications of CVP Analysis – Break-Even Analysis.

Cost Analysis and Decision-making: Production Decisions: Meaning of Managerial Decision-Making, Relevant Cost and Irrelevant Cost – Marginal Costing and Differential Cost Analysis – Make or Buy Decisions – Accept or Reject an Order/Foreign Orders or Exploring New Markets – Purchasing vs. Leasing – Sell or Further Process Decision – Product Mix Decision under Capacity Constraint – Closing Down of Factory or Segment.

Cost Analysis and Decision-making: Marketing Decisions: Need for Pricing Decisions – Objectives of Pricing – Pricing Strategy – Fixation of Selling Price – Pricing Methods – Selling Agents vs. Sales Force – Target Costing.

Current Developments: Value-Added Statement – Approaches for Computation of Value-Added – Value-Added Ratios – Economic Value-Added Statement – Brand Valuation and Accounting – Enterprise Resources Planning Applications in Financial Accounting.

Human Resource Management – Paper I (Max Marks: 100, Duration: 3 Hrs)

Introduction to HRM Definition and Concept of Human Resource Management; History of Human Resource Management; Functions of Human Resource Management; Human Resource 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.

International Human Resource Management Concept of International Human Resource Management (IHRM); Approaches to IHRM; Features of IHRM; Importance of IHRM; Factors Affecting IHRM; Different IHRM Activities; Strategic IHRM.

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

Job Analysis and Design Concept of Job Analysis; Process of Job Analysis; Job Analysis Methods; Job Analysis Information; Job Description; Job Specification; Uses of Job Analysis; Issues in Job Analysis; 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 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.

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.

Human Resource Management - Paper II (Max Marks: 100, Duration: 3 Hrs)

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 Governing Wage and Salary Administration; Wage Fixing Institutions/Authorities; Concept of Rewards; Types of Incentive Plans; Non Monetary Incentives; Guidelines for Effective Incentive Plans; Employee Benefits; Objectives of Employee Benefits; History and Evolution of Benefits Programs in India.

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.

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; Legislative Aspects of the Grievance Redressal Procedure in India; Conflict Resolution.

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; Code of Discipline in Indian Industry.

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; Workers' Participation in India; Forms of Worker Participation in India.

Quality of Work Life Definition and Concept of Quality of Work Life; 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.

Appendix

Rudiments of the Following Acts:

The Trade Union Act, 1926; The Industrial Disputes Act, 1947; The Industrial Employment (Standing Orders) Act, 1946; The Factories Act, 1948; The Employee State Insurance Act; The Workmen's Compensation Act, 1923; The Payment of Bonus Act; 1965; The Payment of Wages Act, 1936; The Minimum Wages Act, 1948; The Payment of Gratuity Act, 1972.

GROUP E

Financial Management - Paper I (Max Marks: 100, Duration: 3 Hrs)

Introduction to Financial Management: Nature and Objectives of Financial Management – Role of the Finance Manager – Interface of the Finance Function with other Functional Areas – Environment of Corporate Finance.

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

Time Value of Money: What Time Value of Money Means? – Why Money has Time Value? – Process of Compounding – Process of Discounting – Future Value of a Single Flow – Future Value of Multiple Flows – Future Value of

Annuity – Present Value of a Single Flow – Present Value of Uneven Multiple Flows – Present Value of Annuity.

Risk and Return: The Concepts of Risk and Return – The Components of Return – Measurement of Rate of Return – The Relation between Risk and Expected Rate of Return – Sources of Risk – Risk in a Portfolio Context – Diversification – Diversifiable and Non-diversifiable Risk – Measurement of Non-diversifiable Risk – Capital Asset Pricing Model.

Leverage: Concept of Leverage – Operating Leverage – Financial Leverage – Total Leverage.

Valuation of Securities: Valuation of Bond – Bond Price Movements – Equity Valuation: Dividend Capitalization Approach – Equity Valuation: Ratio Approach.

Sources of Long-term Finance: Need for Long-term Finance – Introduction to Cost of Project and Means of Finance – Important Sources of Long-term Finance – Features of Share Capital, Preference Capital, Debentures and Term Loans – Other Sources of Long-term Finance.

Cost of Capital and Capital Structure Theories: The Meaning of Cost of Capital – Costs Associated with the Principal Sources of Long-term Finance – Concept of Weighted Average Cost of Capital – Weighted Marginal Cost of Capital Schedule – Meaning of Capital Structure – Factors affecting the Capital Structure – Theories of Capital Structure.

Dividend Policy: The Dividend Decisions of a Firm-Relevance/Irrelevance – Models Explaining the Relevance/Irrelevance of the Dividend Policy.

Financial Management - Paper II (Max Marks: 100, Duration: 3 Hrs)

Working Capital Management: The Meaning of and Need for Working Capital – Various Components of Current Assets and Current Liabilities – Static vs. Dynamic view of Working Capital – Factors Affecting Composition of Working Capital – Objectives of Working Capital Management – Liquidity vs. Profitability and Working Capital Policies – Interdependence among

Components of Working Capital – Estimation of a Firm’s Working Capital needs using the Operating Cycle – Measures for Evaluation of Working Capital Management – Some Important Working Capital Ratios.

Financing Current Assets: Behavior of Current Assets and Pattern of Financing – Spontaneous Sources of Finance – Trade Credit – Short-term Bank Finance – Public Deposits for Financing Current Assets – Commercial Paper and Factoring ¶ Regulation of Bank Credit – Tandon Committee Recommendations – Chore Committee Recommendations – Marathe Committee Recommendations – Kannan Committee Recommendations – Nayak Committee Recommendations.

Inventory Management: The Nature of Inventory and its Role in Working Capital – The Purpose of having Inventories – Types of Inventory and Costs Associated with it – Inventory Management Techniques like Determination of Economic Order Quantity, Economic Production Quantity, Re-order Point, Stock Level, etc. – Inventory Planning – Introduction to Specialized Techniques like ABC Analysis and VED Analysis – Various Methods of Pricing of Inventories.

Receivables Management: Meaning and Computation of Receivables – Purpose and Cost of Maintaining Receivables – Impact of a Firm’s Credit Policy on Level of Investment in Receivables, Level of Sales, Bad Debt Loss, etc. – How Firms Evaluate Creditworthiness of Customers – Decision Tree for Credit Granting – Monitoring of Receivables.

Cash Management: The Difference between Profits and Cash – Need For and Objective of Cash Management – Short-term Cash Forecasting and Cash Budgets – Cash Reports for Monitoring and Control – Factors to be Reckoned with for Efficient Cash Management – Forms of Liquidity and the Choice of Liquidity-mix.

Capital Expenditure Decisions: Nature of the Investment or Capital Expenditure Decisions – Scanning and Identification of Investment Opportunities – Criteria for Preliminary Screening – Other Steps of Project Management like Feasibility Study, Implementation and Performance Appraisal – Introduction to Network Techniques for Project Planning and Control – Principles underlying Measurement of Costs and Benefits – Preparing Cash Flow Projections for Projects – Assessing the Financial Viability of Projects using the Various Appraisal Criteria.

International Project Appraisal: Reasons of FDI – Appraisal for FDI – The APV Criteria Various Methods of Appraising International Projects.

International Trade and Finance: Theories of International Trade – Growth of International Trade – Trade Barriers – Regulation of International Trade – Balance of Payments – Concepts and Principles behind Compilation of BoP Account – Components of BoP and the Factors affecting them – Importance and Limitations of BoP Statistics – Relationship of BoP with other Economic Variables – International Finance – Meaning and Implications of Globalization – Integration of Financial Markets: Reasons, Benefits and Costs – International Monetary System – Exchange Rate Mechanisms – Evolution of Monetary Systems: The Gold Standard, The Gold Exchange Standard, The Bretton Woods System and Current Monetary System – European Monetary Union – Forex Market – Structure of Forex market – Exchange Rate Quotations – Types of Transactions and their Settlement Dates – Regulation of Forex Market in India – Exchange Rate Determination – Purchasing Power Parity – Interest Rate Parity – Introduction to Exchange Risk: Foreign Exchange Exposure – Foreign Exchange Risk – Types of Exposure – Management of Exchange Risk: Techniques of Managing Transaction and Translation Exposures – Techniques of Managing Economic Exposure.

Financial Risk Management: Approaches to Risk Management – Risk Management Process – Futures: History of Futures Markets – Meaning and Definition – Mechanism of Futures Markets – Objectives of Futures – Futures Prices – Types of Futures – Options: Concept of Options – American and European Options – Trading Strategies with Options – Option Pricing Models – Exotic Options – Financial Swaps: The Concept of Financial Swaps – Interest Rate Swaps – Options on Swaps – Commodity Swaps, Currency Swaps – Pricing of Swaps

Current Developments.

Operations Management - Paper I (Max Marks: 100, Duration: 3 Hrs)

Operations Management: An Overview Operations Management Decisions; The Historical Evolution of Operations Management; Computers and Advanced Operations Technology.

Operations Strategy Operations Strategy as a Competitive Weapon; Elements of Operations Strategy; Developing an Operations Strategy; Financial and Economic Analysis in Operations.

Forecasting Demand Forecasting in Operations; Forecast 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.

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

Job Design Job Design Fundamentals; Considerations in Job Design; Work Environment; Uses of Job Design. Work Measurement Uses of Setting Work Standards; Work Measurement Techniques.

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 Classifications Models.

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

Operations Management - Paper II (Max Marks: 100, Duration: 3 Hrs)

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

Materials Requirement Planning Fundamentals of Materials Requirement Planning; Components of an Mrp System; Advantages and Disadvantages of an Mrp System; Problems in Implementing Mrp System; Manufacturing Resource Planning (Mrp Ii)

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

Project Management Necessity of Project Management; Network Modeling; Project Planning Methods; Project Crashing.

Trends in Operations Technology Automation; Overview of Manufacturing Activities; Artificial Intelligence (AI); Electronic Data Interchange (EDI).

Globalization and Operations Management Significance of Globalization; Sources of Global Competitive Advantage; Difficulties in Managing Globalization; Changes in Operations Strategy Necessary due to Globalization; Managing Globalization; Operations in Global Business Strategy.

GROUP F

Business Law - Paper I (Max Marks: 100, Duration: 3 Hrs)

Introduction to Legal Environment: Philosophy of Law – Classification of Law – Torts – National Law and International Law – Justice Delivery System in India.

Business Contracts: Legal Elements of Contracts – Remedies for Breach of Contract – Contracts of Agency – Contracts of Guarantee – Contracts of Indemnity – Letter of Credit Contracts – Employment Contracts – Special Rights in Contracts – Documentation of Commercial Contracts.

Non-Corporate Business Entities: Sole Proprietorship – One Person Company (OPC) – Hindu Undivided Family (HUF) Business Units – Partnership Firms – The Partnership Act, 1932 – Limited Liability

Partnerships (LLP) – Cooperative Societies – Non-Profit Companies – Non-Governmental Organizations (NGO) – Insolvency Law and Implications.

Law Relating to Corporate Business Entities: Salient Features of a Company – Corporate Veil and Limitations – Types of Companies – Incorporation of a Company – Doctrine of Ultra Vires – Doctrine of Indoor Management – Raising of Capital from Public – Share Capital – Dividend Payment – Transfer and Transmission – Company Management – Company Meetings – Reconstruction and Amalgamation – Changing Legal Entity on Mergers and Acquisitions – Winding Up and Dissolution.

Property Law for Business: Classification of Property – Contract of Sale - Movable Property – Borrowing against Property as Security – Hire Purchase of Property – Lease of Property – Exchange/Gift/Assignment of Property – Intellectual Property Rights (IPR).

Business and Tax Laws: Classification of Taxes – Income Tax – Wealth Tax – Central Excise – Sales Tax – Customs Duty – Value Added Tax (VAT) – Service Tax – Fringe Benefit Tax.

Case Studies

Business Law - Paper II (Max Marks: 100, Duration: 3 Hrs)

Financial Services – Legal and Regulatory Environment: Banking Law and Regulation - Banking Regulation Act, 1949 - Reserve Bank of India Act, 1934 - Negotiable Instruments Act, 1881 - Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest (SARFAESI) Act, 2002 – Insurance Law and Regulation - Essential Elements of Insurance Contracts - Legal Principles of Insurance - Standard Clauses in Insurance Policies - Regulation of Insurance Business – Securities Law and Regulation - Market Regulation by Companies Act, 1956 - Securities Control and Regulation Act, 1956 - An Overview - Regulatory Role of SEBI - Role of Stock Exchanges - Regulation of Stock Exchanges - Trading of Securities - Listing of Securities - Regulation of Depositories

Business Transactions and Cyber law: Legal Framework for IT related Transactions – Click-Wrap Agreements – Authentication of Electronic Records – Attribution of Electronic Records – Legal Status for Electronic Records – Cyber Offences and Penalties.

Competition and Consumer Protection: Consumer Protection Law in India – Competition Law in India – Restrictive and Unfair Trade Practices – Product Liability – Public Interest Litigation in India – Class Action Suits in US.

Environment Protection and Business Obligations: Environmental Pollution – Environmental Law.

Alternative Dispute Resolution: Efficacy of ADR – Mediation–Arbitration–Litigation: A Comparative Note - Arbitration - Conciliation - Mediation - Negotiation – Arbitration and Conciliation Law in India.

Case Studies

Management Control & Information Systems–Paper I(Max Marks: 100, Duration: 3 Hrs)

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.

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.

Business Ethics and Management Control Ethical Behavior in Organizations; Management Control and Ethical Issues in Different Functions; Regulating Ethical Conduct.

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.

Management Control & Information Systems–Paper II(Max Marks: 100, Duration: 3Hrs)

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 Control of Production and Operations: An Overview; Production Controls; Operations Controls; Supply Chain Management; Information Systems in Production and Operations Management; 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 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.

ELECTIVES IN OPERATIONS

GROUP G

Quality and Productivity Management (Max Marks: 100, Duration: 3 Hrs)

PRINCIPLES AND PRACTICES

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

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

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

Implementation Management Commitment; Quality Council; Quality Statements; Communications.

Enhancing Customer Value through Quality Management Who is the Customer; Customer Perception of Quality; Feedback; Using Customer Complaints; Service Quality; Translating Needs into Requirements; Customer Retention.

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

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

JIT Just-in-Time Manufacturing.

Performance Measures Basic Concepts; Performance Measures; Quality Costs.

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

TOOLS AND TECHNIQUES

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

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

Quality Function Deployment (QFD) The QFD Team; Benefits of QFD; The Voice of the Customer, Organization of Information; House of Quality; Building a House of Quality; QFD Process.

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

Management Tools for Quality Improvement Force-Field Analysis; Nominal Group Technique; Affinity Diagram; Interrelationship Digraph; Tree Diagram; Matrix Diagram; Prioritization Matrices; Process Decision Program Chart; Activity Network Diagram.

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

Supply Chain Management (Max Marks: 100, Duration: 3 Hrs)

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.

GROUP H

Management of Service Operations (Max Marks: 100, Duration: 3 Hrs)

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 (Max Marks: 100, Duration: 3 Hrs)

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

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

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

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

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

Interface with Finance Operating Exposure; Exchange Rate Risk; Managing Exchange Rate Risk.

Information Management for Global Logistics Global Logistics Information and Telecommunication System: Characteristics, Functionality and Limitations; Role of Information Systems.

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

ELECTIVES IN INVESTMENTS

GROUP G

Securities Analysis Paper I & II (Max Marks: 100, Duration: 3 Hrs)

Investment Scenario: Concept of Investment – Investment Objectives and Constraints – Investment Classification – Financial Markets – Real Investment Avenues.

Risk and Return: Concept of Risk and Return – Reduction of Risk through Diversification – Quantifying Portfolio Returns and Risk – Measurement of Risk in Portfolio Context – Security Market Lines and its Applications.

Regulations of Financial Markets: Regulation of Financial Markets – Organization of Securities and Exchange Board of India (SEBI) – Functions and Powers of SEBI – Tax Aspects in Securities – Self-regulation of the Markets.

Equity Markets and their Structures: Markets and their Function – Liquidity Capital Formation – Evolution of the Equity Markets – Development of Securities Market in India – Security Market Indicators – Major Stock Exchanges – Integration of Stock Exchanges – Listing of Securities – Trading Procedure – Compulsory Demat – Clearing and Settlement Procedure.

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

Fundamental Analysis: Objectives and Beliefs of Fundamental Analysis – Framework for Fundamental Analysis – Concept of Intrinsic Value – Economic Forecasting Methods – Industry Analysis – Key Characteristics in an Industry Analysis – Industry Life Cycle – Business Cycle Analysis – Structural Analysis – Company Analysis.

Impact of Changes in Accounting Policies: Changes in Accounting Policies – Depreciation – Valuation of Fixed Assets – Foreign Exchange Transactions

– Amortization of Preliminary and other Expenses – R&D Expenditure – Valuation of Inventory – Treatment of Gratuity – Lease Accounting.

Equity Valuation Models: Valuation Methods – Dividend Discount Models – Measures of Relative Value – Price/Earnings Ratio – Price/Book Value Ratio – Price/Sales Ratio – Free Cash Flow Model to Equity Model – Quantitative Analysis – Value Added Concept – Economic Value Added – Market Value Added – Evaluation of Security Analysis – Minority Interests and Discounts.

Technical Analysis: Concept of Technical Analysis – Fundamental Analysis vs Technical Analysis – Technical Trading Rules and Indicators – The Dow Theory – Charting – Price Patterns – Trendlines – Advanced Technical Tools – Pitfalls in Interpretation of Charts.

Efficient Market Hypothesis: Concept of Efficiency of the Stock Markets – Forms of EMH – Empirical Tests of EMH in the Indian Market – Description of Tests of EMH.

Bond Valuation: Strategic Role of Bonds from an Investor's Point of View – Bond Terminology – Types of Bonds – Value of Bond – Bond Yield Measures – Bond Price Analysis – Risks Associated with Bonds – Forecasting Interest Rates and Determinants of Interest Rates – Theories of Interest Rates – Analysis of Deep Discount Bonds – Analysis of Convertible Bonds – Analysis of Tax-Sheltered Fixed Investment Avenues.

Risk Measurement Tools: Types of Risks – Duration – Immunization of Risk – Convexity – Term Structure of Interest Rates – Term Structure Models – Yield Spread Analysis – Hedging – Credit Risk – Credit Rating – Credit Analysis for Corporate Bonds.

Derivative Markets: Futures Contracts – Interpretation of Futures Price Quotations – Trading Mechanism of Futures – Clearing and Settlement of Futures – Interest Rate Derivatives in India – Motives behind using Futures – Commodity Futures in India – Options Markets – Options Terminology – Trading in Options – Options Markets in India – Settlement of Options Contracts – Swap Markets.

Bonds with Warrants and Embedded Options: Bonds with Warrants – Convertible Bonds – Callable Bonds – Floating Rate Notes – Dual Currency

Bonds – Equity Index-linked Notes – Commodity-linked Bull and Bear Bonds – Swap-Linked Notes .

Real Assets: Real Assets – Appraisal of Real Assets – Approaches to Estimate the Market Value – Methods to Calculate the Capitalization Rate – Subjective Factors Affecting the Value of Real Estate.

Mutual Funds: The Concept and Objectives of a Mutual Fund – Types of Mutual Funds – Advantages of Mutual Funds – Mutual Fund Services – Organization and Management of Mutual Funds – The Mutual Fund Scene in India.

GROUP H

Portfolio Management Paper I & II (Max Marks: 100, Duration: 3 Hrs)

Part I: Portfolio Management

Introduction to Portfolio Management: Meaning of Investment – Necessity of Investment Policy – Inputs to a Policy Statement – Investment Motives or Goals – Risks in Investment – Need for Portfolio Management – The Process of Portfolio Management.

Investment Policy: Different Types of Investors, their Needs and Weaknesses – Implementing Investment Strategies – Investment Objectives and Constraints of Different Types of Investors – psychology of Risk – Significance of Behavioral Finance – Individual Investors – Institutional Investors – Drivers of Investment Policies – Setting Objectives for the Institutional Investors – Investment Policies of the Institutional Investors – Investment Management Mandate.

Capital Market Expectations: Forecasting the Capital Market Environment – Macroeconomic Variables Affecting Capital Market Expectations – Short-Term Forecasting Techniques – Impact of Inflation – Nature of an Effective Forecast.

Asset Allocation: Policies and Procedures: Asset Allocation Process – Types of Asset Allocation – Asset Allocation – Management Style – Different Approaches to Asset Allocation Decision – Asset Allocation Techniques.

Capital Market Theory: Markowitz Model and Efficiency Frontier – Evolution of Capital Asset Pricing Model – Dominant Portfolio – Separation Theorem – Capital Market Line – CAPM – Security Market Line – Non-Standard Forms of CAPM – Application of CML and CAPM.

Arbitrage Pricing Theory: Arbitrage Pricing Model – Arbitrage Mechanism – Empirical Tests of APT – Comparison of CAPM and APT – Applications of APT.

Portfolio Analysis: Components of Risk and Return – Systematic and Unsystematic Risk – Beta of a Portfolio – Portfolio Diversification – Marginal Productivity of Incremental Assets – Perils of Excessive Diversification.

Optimal Portfolio Selection: Concept of Indifference Curves – Efficient Set Theorem – Optimal Portfolio Selection – Using Lagrangian Multiplier, Using Sharpe's Optimization Model.

Other Portfolio Selection Models: Investor Preference Functions – Economic Properties of Utility Functions – Applicability of the Utility Functions – Alternative Models of Portfolio Selection.

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

Measuring and Evaluating Portfolio Performance: Meaning and Importance of Portfolio Performance Measurement – Measures of Return – Buying the Index Approach – Linking Jensen's Alpha and Fama's Total Selectivity – Performance Attribution Analysis – Monitoring Influence of Asset Allocation Decisions – Performance Evaluation of the Portfolio Manager – Evaluating Asset Class Managers.

Equity Portfolio Management: Efficient Market Hypothesis – Passive vs. Active Management Strategies – Types of Passive Portfolios – Active Management Styles and Strategies – Combining Active and Passive Styles – Factor-based Approach – Equity Style Management – Book Value/Market Value Ratio.

Fixed Income Portfolio Management: Fixed Income Portfolio Management Strategies – Passive Management, Semi-active Management, Active Management – Use of Derivatives in Fixed Income Portfolio Management – International Fixed Income Portfolio Management.

Managing a Property Portfolio: The Role of Property Portfolio in a Diversified Portfolio – The Property Investment Decisions – Microeconomic Influences on Property Returns – Macroeconomic Influences on Property Returns.

Portfolio Management Using Futures: Features of Index Futures Contracts – Pricing of Index Futures Contracts – Stock Index Arbitrage – Portfolio Strategies Using Index Futures – Modifying Expectations with Futures and Options – Portfolio Insurance – Perils of Using Futures to Hedge Portfolio Risk – Trading of Index Futures in India – Hedging with Interest Rate Futures.

Portfolio Management Using Options: Generic Terms Used in Options – Factors Influencing Option Prices – Elementary Investment Strategies – Trading Strategies of Options – Arbitrage with Options – Option Pricing Models – Evaluation of Option Based Investment Strategies.

Alternative Investments: Selection of the Alternative Investment – Advantages of Alternative Investments – Private Equity Investing – Evolution of Venture Capital Industry in India – Hedge Funds – Role of Alternative Assets in a Traditional Portfolio.

International Diversification: Diversification Benefits of International Investments – Hedging Foreign Exchange Risk – International Fixed Income and Equities – Managing a Portfolio of International Assets.

Management of Investment Institutions: Behavioral Style Analysis – Return Based Style Analysis – Comparison of Investment Style – Strategies for Allocating Funds among Different Styles – Risks, Controls and Prudential Issues.

Accounting for Derivatives: Underlying Principles in the New Standard – Terminology used in SFAS-133 – Contracts Not Subject to SFAS-133 –

Derivatives that Serve as Impediments to Sales Accounting – Necessary Accounting Entries – Translation of Foreign Currency Transactions.

Financial Planning Process: Utilities of Personal Financial Planning Techniques – The Personal Financial Planning Process – Planning for a Life Time – The Financial Planning Environment – Various Determinants of Personal Income.

Financial Statements and Plans: The Role of Financial Statements in Financial Planning – Time Value of Money – Preparing Personal Balance Sheet and Income and Expense Statement – Using Personal Financial Statements – Ratio Analysis – Preparing a Cash Budget.

Managing Taxes: Basic Concepts of Income Tax – Personal Taxation –The Main Provisions of the Income Tax Act, 1961 – The Main Provisions of the Wealth Tax Act, 1957 – Filing Returns –Permanent Account Number – Tax Planning.

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

Investing in Equities: The Structure of Capital Markets in India and the US – The Structure of Primary and Secondary Markets – The Evolution of the Stock Markets – Mechanism of Trading in the Secondary Market – Basic Terms of Investment Valuation – Portfolio Management Services – Emerging Issues like Online Trading of Stocks.

Retirement Planning: The Basics of Retirement Planning – Sources of Retirement Income – Types of Annuities and Annuity Schemes – Pension Funds.

Estate Planning: Objectives of Estate Planning – Need for Estate Planning – Estate Planning Process – Using Wills for Estate Planning – Using Trusts for Estate Planning.

Part II: Mutual Funds

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

Mutual Funds in India: The Different Types of Mutual Funds – The Players in the Mutual Funds Industry – The Structure of Mutual Funds – Organization and Management Pattern of UTI – Tax Treatment and Benefits – The Role of Mutual Funds in the Financial Market.

Regulation of Mutual Funds: UTI Act, 1963 – The Indian Trust Act, 1882 – Companies Act, 1956 (for a Trust Company) – SEBI (Mutual Funds) Regulation Act, 1996 – Launching of a Scheme – Investments – The Role of the AMFI.

Mutual Fund Prospectus and Balance Sheet: How to Read a Prospectus of a Mutual Fund? – How to Read and Analyze a Balance Sheet of a Mutual Fund.

Investment Strategies of Mutual Funds Investors: How to Evaluate a Mutual Fund? – How to Select Different Mutual Funds Schemes? – Understanding the Nature of Risks Involved in Mutual Funds Investment – Steps to Choose the Right Mutual Funds Scheme.

Marketing and Investment Aspects of Mutual Funds: Marketing Aspects of Mutual Funds – Investment Aspects of Mutual Funds.

Performance of Mutual Funds: Performance of Mutual Funds in the USA – Performance Analysis of Indian Mutual Fund Industry.

Future Scenario of Mutual Funds Industry: Indian Scenario and the Future Perspective.

ELECTIVES IN BANKING

GROUP G

Money & Banking and Credit Management (Max Marks: 100, Duration: 3 Hrs)

PART I: MONEY AND BANKING

Money: Functions and Significance: What is Money? – Money and Near Money – Functions of Money in Modern Economy – Money, Income, Wealth and Finance: A Distinction – Significance of Money in Capitalist Economy.

Inflation and Interest Rate: Meaning and Kinds of Inflation – Consequences of Inflation – Control of Inflation – Functions of the Rate of Interest – Impact of Long-term Rate of Interest on Business Activity.

Financial Intermediation & Evolution of Banks: The Concept of Intermediation – Financial Intermediation in the Indian Context – Banking Operations and the Business of Banks in India – Changes in Role and Functions of Commercial Banks.

Principles of Banking: The Definition of the Banker and Customer – The Relationship between Banker and a Customer – Rights and Obligations of a Bank and Customer – Different Types of Customers for a Bank – The Concept of Bankers Book Evidence Act – Principles of Good Lending for a Bank.

Sources and Uses of Funds in a Bank: A Bank's Balance Sheet – Sources and Uses of Funds in a Bank – A Bank's Profit and Loss Account – Books of Accounts in Banks.

Commercial Banking: Functions of Commercial Banks – Branch Banking – Universal Banking – Investment Policy of Commercial Bank – Bank Credit and Bank Deposits – Credit Creation – Credit Planning in India.

Rural Finance and Rural Banking in India: Sources of Rural Finance – Credit Delivery Mechanism in Rural Finance – Regional Rural Banks (RRBs) – Service Area Approach (SAA).

Emerging Trends in Banking: The Basis for Reforms in the Indian Banking Sector – The Regulatory Reforms in the Banking Sector – The Consequences of Liberalization of the Banking Sector – Innovative Banking Products.

PART II: CREDIT MANAGEMENT

Overview: Lending Activity – Basic Requirements for Lending.

Credit Policy in Banks: Need for Credit Policy – Components of Credit Policy – Credit Policy Pursued by the Government – Credit Culture.

Prudential Norms: Capital Adequacy of Banks – Prudential Norms – Capital Tiers.

Principles and Objectives of Credit Management: Principles of Lending – Evaluation of Borrower – The 6 Cs – Objectives of Credit Management – Credit Allocation – Credit Evaluation – Credit Discipline – Credit Monitoring.

Types of Borrowers: Various Categories – Features of a Company as a Borrower – Special Types of Customers.

Credit Deployment: Role of Bank Credit – Bank Credit in Indian Scenario – Types of Credit – Bank Credit for Various Sectors – Credit Deployment Scenario – Post Financial Sector Reforms ERA.

Documentation: Importance of Documentation – Scrutiny of Documents – Renewal of Documents – Security Offered for Loans.

Regulatory Framework: Government Regulation of Banks – Institutional Structure – Need for Statutory Reserves – Cash Reserve Ratio (CRR) – Statutory Liquidity Ratio (SLR).

Credit Monitoring: Basic Elements of Credit Monitoring – Financial Supervision – Financial Follow-up – Financial Follow-up Reports – Physical Follow-up.

Follow-up and Recovery Management: Credit Risk – Identifying Problem Loans – Loan Classification – Contingent Risk.

Debt Recovery Tribunals: Origin and Object of the Act – The Functioning of Debt Recovery Tribunal – Modes of Recovery – Jurisdiction, Powers and Authority of Tribunals – Jurisdiction of Civil Court, High Court and Supreme Court – Authority of Debt Recovery Tribunal – Procedure and Powers of DRT and DRAT – Overriding Effect of the Act on the Other Acts – Significance of the Overriding Provision.

Securitization Act: Securitization Company – Functions of Assets Reconstruction Company – Appeal to the Appellate Tribunal – Powers of Central Registry.

Current Developments

Central Banking & Commercial Banking (Max Marks: 100, Duration: 3 Hrs)

PART I: CENTRAL BANKING

Overview: Concept of Central Banking – Institutional Growth of Central Banking – The Changing Face of Central Banking.

Role of Central Banks: Determination of Goals – Inflation Targeting – Exchange Rate Targeting – Money Supply Targeting – Money-Growth Targeting – Viable Alternatives to Central Bank – Central Banking in India.

Policy Framework for RBI: Organizational Framework – Operational Framework – Role as a Central Banker – Promotional Role of RBI – Regulatory Role of RBI.

RBI and Monetary Policy: Macroeconomic Policies: Objectives – What is a Monetary Policy? – Goals, Targets and Instruments – Monetary Policy in India.

Regulation and Supervision: Need for Regulation and Supervision – Banking Regulation Act, 1949 – Banking Regulation and Supervision – Functions of the Department of Supervisory – Regulations Review Authority – Unified Regulator v/s Multiple Regulators.

RBI – On-site Inspection and Off-site Monitoring and Surveillance: The Core Principles for Effective Supervision – On-site Examination – Off-site Surveillance – On-site Inspection and Off-site Monitoring in India – Off-site Monitoring in Different Countries – Computerized Off-site Monitoring and Surveillance (OSMOS).

Central Banks in Other Countries: Federal Reserve System – Bank of England – The European Central Banking.

Bank for International Settlements: Organization of BIS – Role Played by BIS – Formation of Various Committees and Groups – Basle I and Basle II – Other Services Rendered by BIS.

Review of RBI Balance Sheet: Profit and Loss Account of RBI – Income – Expenditure – Balance Sheet of RBI – Assets – Liabilities.

Credit Information Bureau: The Need for Credit Information – Credit Information Bureau – Its Functions – Credit Information Bureau of (India) Ltd. (CIBIL).

Central Banking in Cyber World: E-Banking – E-Money – IT-induced Changes and Monetary Policy – E-Payments – Risks in the New IT ERA – Impact of IT- induced Globalization on Central Banks.

PART II: COMMERCIAL BANKING

Commercial Banking: Overview: The Indian Banking System – Commercial Banking in India – Functions of a Commercial Bank – Challenges and Trends in Banking – Banking in the New Millennium – CRM in Banks.

Banker-Customer Relationship: Relationship between a Banker and a Customer – Rights of a Bank – Rights of a Customer – Termination of Relationship.

Retail Banking: Retail Banking Scenario – Retail Banking in india – Types of Consumer Loans – Evaluating Consumer Loans – Credit Analysis – Credit Scoring – Limitations of Credit Scoring.

Deposit Products in India and Abroad: Types of Deposits – Interest Rates on Various Deposits – Composition of Bank Deposits.

Managing and Pricing Deposit Services: Pricing Policy – Deposit Pricing Matrix – Components of Pricing Decision – Profitability and Deposit Pricing – Deposit Pricing Strategies – Other Pricing Issues.

Managing Float Through Liabilities: Relationship between Cash and Liquidity Requirements – The Payment System – Clearing Services – Development of Liquidity Strategies – Liquidity vs Profitability – Traditional Measures of Liquidity – Liquidity Management.

Fee-Based Services: Letters of Credit – Bank Guarantees – Subsidiary Services – Off-Balance Sheet Activities.

Corporate Banking: The Nature of Corporate Banking – Developments in Corporate Banking – Consortium Finance – Multiple Banking Arrangements – Loan Syndication – The Syndication Process.

General Appraisal Criteria: Types of Credit – Credit Appraisal – Principles of Good Lending – The Credit Culture.

Credit Assessment – Non-Fund Based Limits: Letters of Credit – Bank Guarantees – Types of Bank Guarantees.

Credit Assessment: Fund Based Term and Working Capital Finance: Credit Analysis – The Credit Process – Term Loan Assessment – Capital Budgeting – Break-even Analysis – Working Capital Finance.

Financing International Projects: Project Exports – Working Group – Role of EXIM Bank in Project Exports – Role of ECGC in Project Exports – Risks in Project Export Business.

Loan Pricing: Loan Pricing – Objectives of Loan Pricing – Loan Pricing Methodology – Loan Pricing and Risk Management.

Credit Disbursal and Monitoring: Credit Administration – Documentation – Credit Rating – Post-Sanction Supervision – Tools for Credit Monitoring – Loan System and Delivery of Credit – Non-performing Loans – Credit Risk Rating Models in Banks.

GROUP H

Treasury Management & Risk Management in Banks (Max Marks: 100, Duration: 3 Hrs)

TREASURY MANAGEMENT

Scope and Functions of Treasury Management: What is Treasury Management? – Structure and Organization of Treasury Management – Role of CFO – Functions of Treasurer and Controller – Responsibilities of Treasurer.

Time Value of Money: What Time Value of Money Means? – Why Money has Time Value? – Process of Compounding – Process of Discounting – Future Value of a Single Flow – Future Value of Multiple Flows – Future Value of Annuity – Present Value of a Single Flow – Present Value of Uneven Multiple Flows – Present Value of Annuity.

Risk and Return: The Concepts of Risk and Return – The Components of Return – Measurement of Rate of Return – The Relation between Risk and Expected Rate of Return – Sources of Risk – Risk in a Portfolio Context – Diversification, Diversifiable and Non-diversifiable Risk, Measurement of Non-diversifiable Risk – Capital Asset Pricing Model.

Financial Markets and Instruments: Financial System and Financial Markets: Financial System – Constituents of a Financial System – Financial Markets – Financial Intermediary.

Money Market Instruments – Money Market – Call Money – Treasury Bills – Certificates of Deposit (CDs) – Repurchase Agreements (REPOs)

Funds Management in Banks: Cash and Liquidity Management – Reserves Management – Investment Portfolio Management – Transfer Pricing – Asset-Liability Management – Forex Management.

Valuation of Securities: Valuation of Bond – Bond Price Movements – Equity Valuation: Dividend Capitalization Approach – Equity Valuation: Ratio Approach.

Liquidity Management: ALM Information Systems – ALM Organization – Liquidity Risk Management – Currency Risk Management – Interest Rate Risk (IRR) Management.

Integrated Treasury Operations: Integrated Treasury – Organizational Structure of Treasury – Operations of Treasury – Dealing and Settlement Procedures.

Investment Decisions in Banks: Investment Portfolio of Banks – Investment Management – Components of Bank’s Investment Policy – Valuation of Investment Portfolio.

Internal Treasury Controls: Structure and Organization of Treasury – Accounting and Control – Various Measures of Controls – Insights into Information Systems and Reporting Standards – Measuring Treasury Performance.

Managing Bankruptcy: Definition of Bankruptcy – Factors Leading to Bankruptcy – Symptoms of Bankruptcy – Bankruptcy Costs – Bankruptcy Prediction Models – Case Study–Barings.

RISK MANAGEMENT IN BANKS

Introduction to Risk Management: What Risk is All About – Basic Purpose of Risk Management in Banks – The Process of Risk Management – Different Types of Risks in Banks – Overview of Enterprise-wide Risk Management in Banks.

Managing Credit Risk: Drivers of Credit Risk – Credit Rating – Capital Adequacy Requirements – BIS Risk-Based Capital Requirement Framework – Traditional Measurement Approaches – Different Models of Credit Risk.

Managing Market Risk in Banks: Risk and Sources of Risk – Measuring Risk and Value-at-Risk (VaR) – Approach to VaR – Basel Committee Recommendations – Types of Risk – Indian Scenario.

Managing Interest Rate Risk: Types of Interest Rate Risks – Gap Methodology – Duration Analysis.

Managing Foreign Exchange Risk: Nature and Magnitude of Exchange Risk – Tools and Techniques for Managing Forex Risk – Managing the Currency Risk – Futures, Options and Swaps.

Managing Liquidity Risk: Fundamental Approach – Technical Approach – Investment-Borrowing Decisions.

Operational Risk Management: Operational Risk and its Evolution– Major Sources of Operational Risk – Measurement of Operational Risk – Management of Operational Risk.

Risk Management Framework in Banks: Enterprise-wide Risk Management in Banks – Elements of Risk Management Framework – Systematic Risk Management in Banks – Different Measures of Measuring Risks – Involvement of the Management in the Risk Management Framework.

Asset-Liability Management in Banks: Asset-Liability Management Committee (ALCO).

Derivatives in Banks: History of Derivatives – Ongoing Developments – Options – Financial Swaps.

Risk Management Strategies: Operational Risk Management Strategies – Financial Risk Management Strategies – Systemic Risk Management Strategies – Risk Limitation – IT Implementation Challenges.

Enterprise-wide Risk Management in Banks: The Necessity of ERM – The Process of ERM – Measurement of ERM – Transfer Pricing – A Case in ERM.

The New Basel Accord – Implication for Banks: An Overview – Basel II Framework – The Three Pillar Architecture – Organizations Affected by Basel II – Impact of Basel II.

Management of Banking Companies (Max Marks: 100, Duration: 3 Hrs)

Overview: Origin and Evolution of Banking Industry – Structure of Banking Industry – Review of Bank Functioning – International Perspective.

Organization Design: The Organizational Design Process – Design Dimensions – Structural Configurations – Forces Shaping Organizations – Function Based Structure of Banking Companies – McKensey's 7s

Framework – Banking Structure in India – Structure of International Banking Organization.

Stakeholders and their Expectations: Principles of Stakeholder Management – Emergence of the Concept – Changes in the Stakeholder Tradition – Managing the Stakeholders' Expectations – Stakeholder Symbiosis – The Special Case of Shareholder Value in Financial Institutions – The Targets and Main Focus of the Shareholder Value and Stakeholder Approaches – The Concept of Customer Satisfaction.

Business Planning by Banks: Organizational Changes – Forces for Change – Types of Change – Planning Exercises in Banks – The Board of Directors and Strategic Management – Manager and Strategy.

Significance of Formulation of Strategy in Banking Company: Problems and Threats for Banking Industry – Strategic Analysis and Choice – Generation of Strategic Alternatives and Choice.

Managing Growth in Banks (Qualitative): The Concept of Quality – Providing Quality Service – Quality Initiatives – Best Practices for Customer-service – Total Quality Management (TQM).

Managing Growth in Banks (Quantitative): The Indian Banking Scenario – Measures for Growth – Financial Ratios – Analysis of Growth – Challenges and Future Growth of Banks.

Performance and Benchmarking: Need for Performance Measurement – Principles of Performance Measurement – Aligning Performance Measures Throughout the Bank – Types of Performance Measures – Performance Measurement and the Executive Dashboard – Operational Performance Measures – Overcoming Implementation Obstacles and Challenges – Performance Measures and Rewards.

Regulations and Compliance: Need for Regulation and Supervision – Banking Regulation and Supervision – Banking Regulation Act 1949 – Credit Market – Role of RBI – On-site Inspection and Off-site Monitoring in India – Risk Based Supervision – Regulations Review Authority.

Enterprise-wide Risk Management in Banks: The Necessity of ERM – The Process of ERM – Measurement of ERM – Types of Risks – Overview of

Risks – Risk Management Function – Rating Policy – Practical Benefits of ERM – Asset-Liability Management and ERM – Requirement of a More Integrated Approach towards Risk Management.

Customer Centric Organization: Customer and Customer Relationship Management (CRM) – Customer Life Cycle – Sales Force Automation – Call Centers – CRM Implementation.

Knowledge Management in Banks: The Importance of Knowledge Management for Banks – Benefits from Knowledge Management – Knowledge Management Programs in Banks – Defining a Knowledge Strategy – Systematic Approach to Knowledge Management – Institutionalization of Whistle-blowing and Installation of Revised MIS.

Corporate Governance in Banks: History of Corporate Governance – Application of Corporate Governance to Banking Sector – Code of Corporate Governance – Basic Steps Taken for Implementation of Corporate Governance – Corporate Governance and Indian Banks.

Leadership Development: Definition and Meaning of Leadership – Role and Functions of a Leader – Importance of Leadership – Leadership Qualities – Leadership Theories – Leadership Styles – Succession Planning.

Entrepreneurship in Banks and Managing Innovation: Entrepreneurship in Banks – Entrepreneurship and Small Business – Features of Entrepreneurship – Managing Innovations – Innovations in Banking – Role of Technology in Innovations – Operative Checks.

Ethics in Banks: Ethics – Information and Ethics in Banking – Commercial Applications of Customer Data – Importance of Trust – Ethical Performance of a Bank.

ELECTIVES IN INSURANCE

GROUP G

Life Insurance and Group & Health Insurance (Max Marks: 100, Duration: 3 Hrs)

LIFE INSURANCE

Basic Concepts of Life Insurance: Modern Concepts of Life Insurance – Three Basic Principles of Life Insurance – Risks to Economic Stability – The Different Methods to Ensure Economic Stability – Types of Claims – Different Economic Uses of Life Insurance – Advantages of Life Insurance.

Personal Financial Planning and Life Insurance: Different Components of Life Cycle – Factors Affecting the Financial Planning of an Individual – Role of Life Insurance in Personal Planning.

Life Insurance Products: The Basic Elements of the Life Insurance Products – Features of Term Insurance – Features of Endowment Assurance – Life Insurance Products available in the Overseas Market – Need for an Annuity Contracts – Different Types of Annuities – Obligations of Insurance Company.

Product Development: Concept for Product – Origin of a New Product – Market Orientation – New Product Development Process – Life Insurance Products.

Services Marketing: Importance of Services – Characteristics of a Service Product – Quality of Service – Productivity – Marketing Channels – Bancassurance – e-Insurance.

Life Insurance Premium Setting: Factors that Affect Premium – Morality Statistics – Methods of Providing Life Insurance Protection – Valuation – Surplus and its Distribution.

Risk Assessment and Underwriting: Concept of Underwriting – Different Classes of Lives and the Standard for Classification of Risks – Important Factors to Assess the Insurability of an Individual – Sources of Information for Underwriting – Classification of the Underwriting Process – Measures to be Considered for the Sub-standard Lives.

Legal Framework: Essentials of a Valid Contract – Special Features of Life Insurance Contract – Essentials of Insurable Interest – Utmost Good Faith – Representation/Warranty/Indemnity – Policy Document – Agency.

Life Insurance Policy Servicing: Maintenance of Records – Premium Payments – Alterations/Loans – Duplicate Policy – Other Services.

Claims Management: Operative Clauses of the Policy – Maturity Claims – Death Claims – Nomination/Assignment – Married Women's Property Act – Accident and Disability Benefit.

IT Applications: Evolution of Policy Bond – Application of IT.

GROUP AND HEALTH INSURANCE

Principles of Health Insurance: Economic Security and the Need for Health Insurance – Economic Value of Human Life – Meaning and Types of Health Insurance – Importance of Health Insurance – Principles of Health Insurance.

Health Insurance Products: Introduction to Health Insurance – Types of Health Insurance – An Overview of Global Health Insurance Market – Medicare Plans of the USA – Health Insurance in India – Various Plans – Health Insurance in India – The Future Scenario.

Group Insurance Products: Evolution of the Concept of Group Insurance – Eligible Groups for Group Insurance Coverage – Different Kinds of Group Health Insurance Providers and the Benefits Offered – Group Health Insurance Coverages – Cafeteria Plans – Group Disability Plans – Group Insurance in the Indian Context.

Social Security: The Concept of Social Security – Social Security – Indian Perspective.

Product Design, Development and Evaluation: The Intricacies of Designing a New Product – Design Clarification – Implementation Process – Evaluation of the Products.

Risk Assessment, Underwriting and Premium Setting: The Meaning and Importance of Underwriting – Profitability of Insurance Company and

Underwriting – Sources of Information Concerning Health Insurance – Risk Identification and Classification – Factors Affecting Underwriting in Health Insurance – Factors Affecting Underwriting in Group Insurance – Pricing of Health Insurance – Gross Premiums – Annual Claim Costs – Profitability Measures.

Claims Management and Third Party Administration: The Contractual Obligations of Insured and Insurer under the Policy – Claims Handling Procedures – Claims Settlement – Third Party Administration.

Marketing and Servicing: Elements of Insurance Marketing – Distribution Channels in Insurance – Marketing in Group Insurance – Marketing Intermediary Compensation – Insurance Marketing Scenario in India – Customer Relationship Management.

Legal Framework and Documentation: Moral Hazard and its Implications – Contractual Provisions of Health Insurance – Contractual Provisions of Disability Insurance – Contents of Policy Documents – Redressal Mechanism against Consumer Grievances.

General Insurance: Personal & Commercial (Max Marks: 100, Duration: 3 Hrs)

GENERAL INSURANCE: PERSONAL

Principles of General Insurance: The Role of Insurance and Financial Security – Classification of Risks – The Role of Financial System and Insurance – Risk Management and Insurance – An Overview of the Insurance System – Principles of Insurance – Personal Lines and Commercial Lines of Insurance.

Personal Policies: Family Risk Management – Personal Accident Insurance – Insurance Cover for Specific Groups – Health Insurance – Critical Illness Insurance – Travel Insurance.

Insurance of Property and Liability: Principles of Property Insurance – Fire Insurance – Package Policies – Motor Insurance – Liability Insurance – Workmen’s Compensation Policy.

Risk Assessment, Underwriting and Rate Making: Need for Risk Assessment – Tariff Rating –Classifications of Hazards – Underwriting of Physical Hazards – Underwriting of Moral Hazards –Underwriting of Different Hazards.

Product Design, Development and Evaluation: The Role of Regulation – Other Factors in Product Development – Product Design, Development and Evaluation – New Products – Problems in Product Development.

Legal Framework and Documentation: Essentials of Insurance Contract – Insurance Contract and Legal Framework – Elements of Insurance Contracts – Women’s Compensation Act, 1923 – Motor Vehicle Act, 1939 – Public Liability Act, 1991 – Documentation.

GENERAL INSURANCE: COMMERCIAL

Introduction to Commercial General Insurance: Origin of General Insurance in India – Formation of General Insurance Corporation of India – Current Industry Scenario.

Fire Insurance: Origin and Scope of Fire Insurance – Application of Basic Principles of Insurance – Standard Fire Policy – Express Conditions and Warranties of Policy – All India Fire Tariff – Industrial all Risks Insurance Policy – Mortgage Clause – Concept of Other Insurance, Contribution and Co-insurance – Fire Hazards and its Prevention.

Motor Insurance: Significance of Motor Insurance – The Principles Underlying the Motor Insurance Policy – Different Types of Motor Vehicles, Policies and the Risks Covered – Factors for Rating – Underwriting and Claims Process.

Aviation Insurance: Scope & Nature of Aviation Insurance – Development of Aviation Insurance – Aviation Insurance Market and Risk Placing – Major Clauses of Aviation Insurance Business – Aviation Products Liability – Clauses used in the Aviation Market – Risk Management in the Aviation Context – Underwriting Considerations.

***Engineering Insurance: Application of Basic Principles of Insurance –
Erection All Risks Policy – Marine cum Erection Policy – Advance Loss of
Profit (Delay in Start-up Insurance) – Machinery Insurance Policy –
Electronic Equipment Insurance.***

***Agriculture Insurance: The Need for Agricultural Insurance – Crop
Insurance – Particulars of National Crop Insurance Scheme – Outlook for
Crop Insurance in India – Significance of Cattle Insurance – Other Rural
Insurance Schemes.***

***Marine Insurance: Marine Insurance, its Significance and Market –
Fundamental Principles of Marine Insurance – Classification of Marine
Insurance Policies – Contract of Marine Insurance – Marine Cargo Policy –
Inland Transit Clauses – Marine Losses.***

***Credit Risk Insurance: Need for Credit Insurance – Benefits and Limitations
– Types of Credit Insurance – Basic Factors Safeguarding a Credit Insurer –
Credit Exposures – Export Credit Insurance – Underwriting Factors.***

***Liability Insurance: Historical Background – Basic Legal Principles and Law
of Tort – Types of Liability Policies.***

***Surety, Bonding Insurance: Surety and Contract of Suretyship – Types
Surety of Bonds – Fidelity Guarantee – Different Types of Policies –
Underwriting and Rating Considerations – Forgery Bonds.***

***Workmen's Compensation Insurance: Workmen's Compensation Act, 1923
– Workmen's Compensation Insurance Policy – Functions of Workmen's
Compensation Insurance – Tariff Regulations for the Policy – Rating Process
– Self Insurance.***

***Miscellaneous Insurances: Bankers Blanket Policy – Purpose of Burglary
Insurance – Money Insurance and Significance.***

***Risk Assessment, Underwriting and Rate Making: Risk Management in
Insurance – Risk Assessment and the Methods Adopted – Underwriting and
its Objectives – Rate Making and the Underlying Principles.***

GROUP H

Insurance Management - I (Max Marks: 100, Duration: 3 Hrs)

UNDERWRITING MANAGEMENT

Fundamentals of Underwriting: The Underwriting Process – The Role of the Underwriter – Underwriting Activities – Need for Underwriting.

Establishing Underwriting Policy for Insurance Products: Establishment of Underwriting Policy Criteria – Policy Clauses – Excesses, Deductibles, Loadings and Incentives – Internal and External Constraints on Underwriting Policy – Risk Assessment.

Underwriting Information: Information Necessary for Underwriting – Determining how much Information to Gather – Initial Sources of Underwriting Information – Additional Sources of Underwriting Information.

Underwriting and Business Types: Types of Business Ownership – Who Should be an Insured? – Underwriting the Management of the Organization – Underwriting and Employment Relationships – Underwriting and the Insured's Business Category – Underwriting and Financial Analysis – Financial Statement Analysis – The Balance Sheet – Ratio Analysis.

Pricing the Insurance Product: Mathematical Basis for Insurance Pricing – Regulatory Objectives – Risk Premium – Estimating the Risk Premium – Prospective Risk Analysis – Principles and Use of Retrospective Rating – Effects of Change in Political, Environmental, Social, Technological, Legal and Economic Conditions.

Perils and Clauses of Insurance Policies: Meaning of Peril – Components of an Insurance Policy – Named Perils vs All Risk Agreements – Common Policy Conditions – Clauses Limiting Amounts Payable.

Underwriting in Life Insurance: Concept of Underwriting – Different Classes of Lives and the Standard for Classification of Risks – Factors of Insurability – Sources of Information for Underwriting – Classification of the Underwriting Process – Methods of Rating Sub-Standard Lives.

Underwriting in General Insurance – I (Fire and Marine): Underwriting of Fire Insurance – Fire Tariff Rules and Regulations – Standard Fire and Special Perils Policies – Fire Add on Covers – Fire Special Policies and Clauses – Fire Rating – Marine Underwriting – Cargo Insurance Coverages – Marine Duration – Cargo Underwriting – Hull Insurance.

Underwriting in General Insurance – II (Motor, Engineering, Aviation and Miscellaneous): Underwriting of Motor Insurance – Underwriting of Engineering Insurance – The Underwriting Factors – Aviation Insurance – Underwriting Considerations – The Methods of Rating – Factors Governing Rate.

Implementation of Operational Controls: Concept of Underwriting Authority – Auditing – Training

CLAIMS MANAGEMENT

Concept of Claims: Concept of Claims – Claims and Loss Assessment – Damages and Losses.

Classification of Claims: Classification of Insurance Claims – Classification of Claims-based on the Interests of Parties – Classification of Claims-based on Time Span of Politics.

Essential Elements of Claims: Insurance Contracts and Parties – Nature of Claims Payment – Essential Elements of Claims – Claims Management and Claims Handling.

Claims Procedure and Claimant: Notice of Event – Evidence of Loss – Multiple Claims and Reciprocal Claims.

Claims Procedure and Insurer: Claim Process and Insurer – Preliminary Investigation and Decision-making – Appointment of Loss Assessors and Surveyors – Role of Agent in Claims Settlements – Claims Payments – Payment of Claims in Courts – Rejection of Claims.

Claims Settlements: Claim Settlements – Delays in Claims Settlements – Claims and Underwriting of Policies – Frauds and Misrepresentations in Claims.

Marine Insurance Claims: Marine Insurance: Nature and Risks Covered – Types of Marine Insurance Policies – Assignment of Policies and Claims – Loss and Assessment in Claims Settlements – Payment of Charges and Expenses – Claims Settlement.

Fire Insurance Claims: Fire and Risk – Elements of Fire Insurance – Special Doctrines – Types of Policies and Losses Covered in Fire Insurance – Claims Disputes and Procedure – Settlements and Payments.

Public Liability and Motor Vehicle Insurances Claims: Public Liability Insurance – Settlement of Claims under Motor Vehicle Insurance – Legal Representatives – Transfer of Vehicle and Insurance Certificate – Compensation under the Motor Vehicle Insurance – Claims under Motor Vehicle Insurance – Claims Tribunal and Compensation.

Claims in Life Insurance Policies: Concepts of Life Insurance and Claims – Payment of Claims – Disputes in Life Insurances Claims – Proof of Age and Death – Settlement of Claims.

Claims under Social Insurances: Concept of Social Insurance – Events Covered under Social Insurance – Crop Insurance – Miscellaneous Insurance – Catastrophe Claims – Claims Fund and Claims Payment – The Role of Government in Claims Settlement.

Claims Disputes and Settlements: Claims Disputes – Types of Disputes – Conflict of Interests – Dispute Resolutions – Alternative Dispute Resolutions.

Arbitration and Claims Tribunals: Powers of Arbitral Tribunals and Claims Settlement – Procedure of Arbitration – Settlement – Arbitral Award – Appeals – Appointment and Constitution of Tribunal – Powers of Claims Tribunal – Powers of the State Government to make Rules.

IRDA and Insurance Ombudsman: Powers of IRDA in Claims Management – Role of Central Government in Claims Settlement – Appointment of Insurance Ombudsman – Ombudsman and the Insured – Ombudsman and the Insurer.

Insurance Management - II (Max Marks: 100, Duration: 3 Hrs)

REINSURANCE

Principles of Reinsurance: Concept of Reinsurance – History of Reinsurance – Development and Types of Reinsurance – Basics of Valid Reinsurance Contract – What the Parties Gain from Reinsurance Contract – Functions of Reinsurance – Concept of Retrocession.

Types of Reinsurance: Proportional Reinsurance – Non-Proportional Reinsurance – Facultative Reinsurance – Treaty Reinsurance.

Property and Casualty Reinsurance: Kinds of Risks in Property Reinsurance – Property Reinsurance – Underwriting Considerations – Casualty Reinsurance – Co-insurance.

Marine Reinsurance: Purpose of Marine Reinsurance – Marine Cargo Reinsurance – Marine Hull Reinsurance – Marine Reinsurance Program in India – Maritime Frauds.

Aviation Reinsurance: Classification of Aviation Insurance – Types of Aviation Reinsurance – Underwriting of Marine and Aviation Reinsurance – Premium Reserves.

Reinsurance Accounting and Financials: Purpose of Accounting – Main Types of Reinsurance Arrangements – Concept of Cash Flow.

Reinsurance Underwriting: Factors that Affect Reinsurance Business – Underwriting Policy – Underwriting Limits – Underwriting Management – Underwriting Guidelines – Life Reassurance – Reinsurance Pricing.

Claims Management: Corporate Claims Philosophy – Claim Notification – Claims Reporting and Claim Reserving – Duties of Cedent and Reinsurer – Claim Developmental Analysis – Over-Payment of Claims – Auditing.

Legal Principles – Reinsurance: Reinsurance as a Contract – Arbitration – Mediation – Regulatory Reinsurance Terms – Additional Clauses – Regulating Certain Kinds of Contracts.

Organization and Operations: Meaning and Types of Cession – Ceding and Assuming Reinsurance – Structures of Reinsurance – Record Keeping Concepts of Reinsurance – Types of Reinsurers – Design and Arrangement of Reinsurance Program.

Reinsurance Markets: Features of a Successful Reinsurance Market – Various Global Reinsurance Markets – The Indian Reinsurance Market – Role of Captives – Inward Reinsurance.

INSURANCE OPERATIONS

Overview of Insurance Operations: The Field of Insurance – Types of Insurers – Insurer Organizations – Risk Transfer Process – Objectives of Insurers – Constraints on Achieving Objectives – Measurement of Insurer Performance – Principal Functions of an Insurer – Interdependence among Functions.

Marketing in Insurance Operations: The Property-Liability Insurance Product – Role of Marketing in Property-Liability Insurance – Key Marketing Decisions – Marketing Objectives, Strategies and Plans – Marketing Functions – Functional Interdependence – Special Constraints on Property-Liability Insurance Marketing.

Distribution Systems: Insurance Market Intermediaries – Types of Insurance Distribution Systems – Market Distribution System Management – Functions of Insurance Agents – Distribution System Decisions.

Loss Control and Premium Auditing: Loss Control – Premium Auditing – Organization of the Premium Auditing Function.

Ratemaking Principles: Actuarial Services – Principles of Ratemaking – Rate Regulation.

The Ratemaking Process: Development of Ratemaking Data – Comparison of Ratemaking Methods – Other Lines of Insurance – Rate Filing.

Insurer Financial Management: Loss Reserve Analysis and Verification – Planning – Analysis of Reinsurance Requirement – The Evaluation of Insurers.

Claims Adjusting: The Claims Adjusting Process – Source of Liability.

Property Claims Adjusting: General Issues in Property Claims Adjusting – Challenges Facing Specific Types of Property Claims.

Liability Claims Adjusting: General Issues in Liability Claims – Challenges Facing Specific Types of Liability Claims.

ELECTIVES IN INTERNATIONAL BUSINESS

GROUP G

International Business Environment (Max Marks: 100, Duration: 3 Hrs)

An Overview of the Global Business Environment Understanding Globalization; The Global Business Environment & its Components; Social Environment; Cultural Environment; Political Environment; Economic Environment: Legal Environment; Regulatory Environment; Technological Environment; Tax Environment; Impact of Globalization on Business.

Process of Globalization Historical Perspective of Globalization; Need to Globalize; The Stages of Development of a Transnational Corporation; Challenges of Globalization; The Metanational Corporation.

Economic Environment Classification of Economies; Economic Indicators; Economic Integration.

Political Environment Types of Political Systems; Political Risk; Factors that Contribute to Political Risk; Analysis of Political Risk; Management of Political Risk.

Political Environment in Emerging Countries Political Environment in China; Political Environment in India; Political Environment in Brazil; Political Environment in Russia.

Political Environment in Developed Countries Political Environment in the United States of America; Political Environment in Japan; Political Environment in the Federal Republic of Germany (FRG) ; Political Environment in France; Political Environment in the UK; Political Environment in Canada; Political Environment in Italy; Political Environment in Australia.

Social Environment Society; Family; Demographic Issues; Global Environment Policy and Management Issues.

Cultural Environment Understanding Culture; Characteristic of Culture; Hofstede's Model; Influence of Culture on Consumption; Influence of Culture on Thinking Process; Influence of Culture on Communication Process; Managing Cross-Cultural Differences; Locating Relevant Cultural Information; Culture Shock

Social and Cultural Environment in Developing Countries Social and Cultural Environment in China; Social and Cultural Environment in Brazil; Social and Cultural Environment in Russia; Social and Cultural Environment in India.

Social and Cultural Environment in Developed Countries Social and Cultural Environment in the United States; Social and Cultural Environment in Japan; Social and Cultural Environment in Germany; Social and Cultural Environment In France; Social and Cultural Environment in the UK; Social and Cultural Environment in Canada; Social and Cultural Environment in Italy; Social and Cultural Environment in Australia.

An Overview of Technology Definition of Technology; The Choice of Technologies to Develop; Technology Development; Technology Transfer; Impact of Information Technology on Organizations.

Influence of the Internet on Business Description of Internet & Internet Tools; Vague Market Signals; Benefiting from Internet Channel; Internet, Infomediaries, Innomediaries; Industry Structure in the Age of the Internet; No First Mover Advantages.

Regulatory Environment Purpose of Regulation; Employment and Labor Laws; Discrimination in Employment; Environment and Pollution Control;

Intellectual Property Rights; Regulations Related to Product Promotion in Different Countries; Securities Regulation in Different Countries; Anti-trust Law in the US; Regulatory Environment in Europe.

Tax Environment The Purpose of Taxation; Types of Taxation; Double Taxation; Taxation in Times of E-commerce.

Legal Environment Tariffs; Non-tariff Barriers; Trade in Textiles and the MFA ; Anti-dumping Laws; Foreign Investment Regulations; Litigation and Dispute Settlement; Cyber Laws; INCO Terms.

International Management –I (Max Marks: 100, Duration: 3 Hrs)

SECTION I: INTERNATIONAL FINANCE

Part I: International Economics

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

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

International Trade Finance in India: Import Financing, Letters of Credit, Export Financing, EXIM Bank, Exchange Control Regulations Related to Merchant Transactions.

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

Part II: Global Financial System

International Monetary System: Exchange Rate Mechanisms, History of Monetary Systems – Gold Standard, Gold Exchange Standard, Bretton Woods System, Post Bretton Woods System, European Monetary System, Recent Developments.

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

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

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

Part III: Exchange Risk Management

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

Management of Exchange Risk: The Hedging Decision, Automatic vs. Discretionary Hedging, Cost of Forward Hedge, Choice of Currency of Invoicing, Internal Hedging Strategies: Leads, Lags, Netting, Offsetting, External Hedging: Forwards, Money Market Hedge, Futures and Options,

Hedging Contingent Exposures and Exposures with Uncertain Timing, Operating Exposure, Purchasing Power Parity and Real Exchange Rates, Determinants of Operating Exposure, Operating Exposure for Exporters and Importers, Assessing and Coping with Operating Exposure.

Part IV: International Projects

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

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

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

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

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

SECTION II: INTERNATIONAL TRADE

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

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

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

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

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

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

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

Current Developments

GROUP H

International Management –II (Max Marks: 100, Duration: 3 Hrs)

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 (Max Marks: 100, Duration: 3 Hrs)

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

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

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

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

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

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

Control and Coordination in MNCs Definition of Control and Implications; Establishing Control Systems; Degree of Control; Balance between HQ and

Subsidiary; Degree of Centralization and Amount of Autonomy; Types of Control Systems in MNCs; Control Systems and Strategy; Synthesizing Strategy.

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

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

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

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

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

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

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

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

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

ELECTIVES IN FINANCE

GROUP G

Securities Analysis (Max Marks: 100, Duration: 3 Hrs)

Investment Scenario: Concept of Investment – Investment Objectives and Constraints – Investment Classification – Financial Markets – Real Investment Avenues.

Risk and Return: Concept of Risk and Return – Reduction of Risk through Diversification – Quantifying Portfolio Risk and Return – Measurement of Risk in Portfolio Context – Security Market Lines and its Applications.

Stock Market in India: Markets and their Features – Development of Securities Markets in India – Regulation of Securities Markets – Stock Issuing Market (Primary Market) – Secondary Market – Trading and Settlement – Clearing and Settlement Procedure.

Security Market Indicators: Utility of Security Market Indices – Construction of Security Market Indices – Types of Security Market Indices in India – Limitations of Various Indices.

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

Fundamental Analysis: Objectives and Beliefs of Fundamental Analysis – Framework for Fundamental Analysis – Concept of Intrinsic Value – Economic Forecasting Methods – Industry Analysis – Key Characteristics in an Industry Analysis – Industry Life Cycle – Business Cycle Analysis – Structural Analysis – Company Analysis.

Impact of Changes in Accounting Policies: Changes in Accounting Policies – Depreciation – Valuation of Fixed Assets – Foreign Exchange Transactions – Amortization of Preliminary and other Expenses – R&D Expenditure – Valuation of Inventory – Treatment of Gratuity – Lease Accounting.

Equity Stock Valuation Models: Valuation Methods – Measures of Relative Value – Free Cash Flow Model to Equity Model – Quantitative Analysis – Value Added Concept – Evaluation of Security Analysis

Bond Valuation: Strategic Role of Bonds: An Investor's Point of View – Bond Terminology – Types of Bonds – Value of a Bond – Bond Returns – Assumptions Underlying YTM – Bond Price Theorems – Accrued Interest – Riskiness of Bonds – Determining the Interest Rates – Forecasting Interest Rate Trends – Term Structure of Interest Rates – Interest Rate Risk and Duration – Bond Price Volatility – Immunization – Analysis of Deep Discount Bonds – Analysis of Convertible Bonds – Analysis of Tax-Sheltered Fixed Investment Avenues.

Efficient Market Hypothesis: Concept of Efficiency of the Stock Markets – Forms of EMH – Empirical Tests of EMH in the Indian Market – Description of Tests of EMH.

Technical Analysis: Concept of Technical Analysis – The Dow Theory – Types of Charts – Price Patterns – Trend Lines – Trend Channels – Support and Resistance Levels – Relative Strength Analysis – Moving Averages – Breadth of the Market – Volume – Momentum – Advanced Technical Tools – The Confidence Index – Contrary Opinion Theories – Oscillators – Stochastics – Elliott Wave Theory – Academic Perspective of Technical Analysis.

Futures: Forward Contracts – Futures Contract – Interpretation of Futures Price Quotations – Trading Mechanism of Futures – Basis and Spread –

Hedging with Futures – Clearing and Settlement of Futures – Interest Rate Derivatives in India.

Options: What Options Mean? – Options Terminology – Pay-off from Options – Trading Process – Options Market in India – Settlement of Options Contracts.

Warrants and Convertibles: Bonds with Warrants – Convertible Bonds – Callable Bonds – Floating Rate Notes – Dual Currency Bonds – Equity Index-linked Notes – Commodity-linked Bull and Bear Bonds – Swap-Linked Notes.

Real Assets: Real Assets – Appraisal of Real Assets – Approaches to Estimate the Market Value – Methods to Calculate the Capitalization Rate – Subjective Factors Affecting the Value of Real Estate.

Mutual Funds: The Concept and Objectives of a Mutual Fund – Types of Mutual Funds – Advantages of Mutual Funds – Mutual Fund Services – Organization and Management of Mutual Funds – The Mutual Fund Scene in India.

Portfolio Management (Max Marks: 100, Duration: 3 Hrs) Introduction to Portfolio Management (A): Meaning of Investment – Necessity of Investment Policy – Inputs to a Policy Statement – Investment Motives – Risks in Investment – Need for Portfolio Management – The Portfolio Management Process.

Investment Policy (A): Different Types of Investors, their Needs and Weaknesses – Implementing Investment Strategies – Investment Objectives and Constraints of Different Types of Investors – Psychology of Risk – Significance of Behavioral Finance – Individual Investors – Institutional Investors – Drivers of Investment Policies – Setting Objectives for the Institutional Investors – Investment Policies of the Institutional Investors.

Capital Market Expectations (A): Forecasting the Capital Market Environment – Macroeconomic Variables Affecting Capital Market Expectations – Short-Term Forecasting Techniques – Impact of Inflation – Nature of an Effective Forecast.

Asset Allocation: Policies and Procedures (A): Asset Allocation Process – Types of Asset Allocation – Management Style – Different Approaches to Asset Allocation Decision.

Capital Market Theory (A): Markowitz Model and Efficiency Frontier – Evolution of Capital Asset Pricing Model – Dominant Portfolio – Separation Theorem – Capital Market Line – CAPM – Security Market Line – Application of CML and CAPM.

Arbitrage Pricing Theory (A): Arbitrage Pricing Model – Arbitrage Mechanism – Comparison of CAPM and APT – Applications of APT.

Portfolio Analysis (A): Components of Risk and Return – Systematic and Unsystematic Risk – Beta of a Portfolio – Portfolio Diversification – Marginal Productivity of Incremental Assets – Perils of Excessive Diversification.

Optimal Portfolio Selection (A): Concept of Indifference Curves – Efficient Set Theorem – Optimal Portfolio Selection.

Portfolio Revision (A): Need and Importance of Portfolio Revision – Pitfalls to be Avoided in Portfolio Revision – Portfolio Revision Techniques – Practical Problems in Portfolio Revision – Selection and Revision of Equity Portfolios.

Measuring and Evaluating Portfolio Performance (A): Meaning and Importance of Portfolio Performance Measurement – Measures of Return – Buying the Index Approach – Performance Evaluation of the Portfolio Manager – Evaluating Asset Class Managers.

Equity Portfolio Management (A): Efficient Market Hypothesis – Passive vs. Active Management Strategies – Types of Passive Portfolios – Active Management Styles and Strategies – Combining Active and Passive Styles – Factor-Based Approach – Equity Style Management – Book Value/Market Value Ratio.

Fixed Income Portfolio Management (A): Fixed Income Portfolio Management Strategies – Passive Management – Semi-active Management – Active Management – Use of Derivatives in Fixed Income Portfolio Management – International Fixed Income Portfolio Management.

Portfolio Management Using Futures (A): Features of Index Futures Contracts – Pricing of Index Futures Contracts – Stock Index Arbitrage.

Portfolio Management Using Options (A): Generic Terms Used in Options – Factors Influencing Option Prices – Elementary Investment Strategies – Trading Strategies of Options.

GROUP H

Treasury & Forex Management (Max Marks: 100, Duration: 3 Hrs)

PART I: TREASURY MANAGEMENT

Scope and Functions of Treasury Management: What is Treasury Management? – Structure and Organization of Treasury Management – Role of Chief Financial Officer – Functions of Treasurer and Controller – Responsibilities of Treasurer.

Time Value of Money: The Concept of Time Value – Future Value of a Single Flow (lump sum) – Future Value of Multiple Flows – Future Value of Annuity – Present Value of a Single Flow – Present Value of Uneven Multiple Flows – Present Value of Annuity.

Valuation of Securities: Concept of Valuation – Bond Valuation – Bond Value Theorems – Equity Valuation.

Financial Forecasting: Need for Forecasting – Financial Statement Analysis – Ratio Analysis – Funds Flow Analysis.

Short-term Financial Planning: Working Capital Management – Financing Current Assets – Cash Management – Inventory Management – Receivables Management.

Financial Markets and Instruments: Financial Systems and Financial Markets – Money Market Instruments – An Overview of the Capital Markets.

Long-term Funds: Needs and Sources: Sources of Long-term Finance – Theory of Capital Structure – Capital Expenditure Decisions – Dividend Policy.

Leverage: The Concept of Leverage – Measures of Leverage.

Lease Financing: What is Leasing? – Advantages and Disadvantages of Leasing – Return to Lessor and Cost to the Lessee.

Internal Treasury Controls: Accounting and Control – Various Measures of Controls – Information Systems and Reporting – Measuring Treasury Performance – Failure of Controls.

Tax Planning and Treasurer: What is Tax Planning.

Managing Bankruptcy: Factors Leading to Bankruptcy – Symptoms of Bankruptcy – Bankruptcy Costs – Bankruptcy Prediction Models – Case Study – Barings.

Banking Relationships: Services Rendered by Banks – The Indian Banking Services – Selection of Bankers and Lenders – Managing Banking Relationships.

Managing Investor Relationships: Types of Investors – Information needs of the Investment Community – Investor Relations Programs – Dealing with Hostile Press.

PART II: FOREX MANAGEMENT

International Economics and International Finance: International Trade – Theories of International Trade – International Monetary Systems – Balance of Payments.

International Financial Markets and Instruments: Origin of International Markets – International Capital Market Instruments – The Players.

The Foreign Exchange Market: The Structure – Different Types of Quotations – Different Types of Transactions – Forex Dealing Room Operations.

Exchange Rate Determination: Purchasing Power Parity (PPP) – Different Forms of PPP – Reasons for PPP not Holding Good Always.

Financing of International Trade: Documents used in International Trade – Import Financing – Export Financing – The Role of EXIM Bank – Export Credit Guarantee Corporation (ECGC).

Introduction to Derivatives: Financial Futures – Foreign Currency Options – Financial Swaps.

Strategic Financial Management (Max Marks: 100, Duration: 3 Hrs)

Strategic Financial Management: An Overview: Financial and Non-financial Objectives of a Company – Agency Theory – Reasons for Conflicts of Interest – Strategic Financial Planning – Long-term and Short-term Financial Planning in a Company.

Firm's Environment, Governance and Strategy: Business Environment of a Firm – Operational Structure of a Firm – Financial Structure of a Firm.

Valuing Real Assets in the Presence of Risk: Tracking Portfolios and Real Asset Valuation – Different Approaches of Valuing Real Assets.

Allocating Capital and Corporate Strategy: Valuing Strategic Options with the Derivatives – Weighted Average Cost of Capital.

Real Options: Comparing Financial and Real Options – Various Types of Real Options – Applications of Real Options – Drawbacks of Real Options.

Capital Structure: Optimal Financial Leverage – Capital Structure Theories – Capital Structure in Imperfect Market – Bankruptcy Costs and Capital Structure – Agency Costs and the Capital Structure – Financial Signaling through Capital Structure Decisions – Strategic Determinants of the Capital Structure.

Dividend Policy: Dividend Pay-out Models – Strategic Determinants of Dividend Policy – Bonus Issues and Stock Splits – Earnings Distribution through Share Repurchases – Theories of Dividends.

Managerial Incentives: Factors Affecting Managerial Incentives – Separation of Ownership and Control – Factors Influencing Managerial Incentives – Value Based Management.

Decision Support Models: The Modeling Process – Models for Maximizing Shareholder Value.

Financial Statement Analysis: Tools and Techniques in Financial Statement Analysis – Industry and Company Analysis – Ratio Analysis and Performance – Du Pont Analysis – Comparative Analysis.

Financial Distress and Restructuring: Meaning of Bankruptcy – Factors Leading to Bankruptcy – Symptoms of Bankruptcy – Bankruptcy Prediction Models – Effects of Financial Distress – Reorganization of Distressed Firms.

Working Capital Management: Working Capital Leverage – Weighted Operating Cycle – Cash Management Models.

Strategic Cost Management: Value Chain Analysis – Activity Based Costing – Target Costing – Quality Costing – Life Cycle Costing – Product and Project.

Corporate Risk Management: Nature of Risk – Approaches to Risk Management – The Process of Risk Management – Techniques of Risk Management – Risk Management Guidelines.

Risk Management and Corporate Strategy: Modigliani-Miller Theorem – Hedging Choice of the Investor – Motivations Behind Hedging – Hedging and Managerial Incentives – Types of Foreign Exchange Risk Management.

Enterprise Risk Management: Risk Management – Various Types of Risks – Systems and Processes – Implementing ERM.

ELECTIVES IN HUMAN RESOURCE MANAGEMENT

GROUP G

Performance Measurement and Reward Systems (Max Marks: 100, Duration: 3 Hrs)

Introduction Hostility to Traditional Appraisals; Alternative Best Practices; What is New in Performance Management; Meaning of Work; What is Performance; Managing Performance.

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

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

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

Components of Managee Performance & Development Plan Role Description; Performance Standards; Assignments for Systems and Managee Development.

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

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

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

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

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

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

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

Transmuting Learning into Action Defining Organizational Effectiveness; Leadership and Change; Rules of Thumb for Change Agents; Performance Management Skills.

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

Recruitment, Training and Development (Max Marks: 100, Duration: 3 Hrs)

RECRUITMENT

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

Seeking Applicants Recruiting Internally or Externally; Assessing Sources of Recruitment; Making Choices.

Attracting Applicants Planning Adverts; Designing Adverts; Monitoring Results.

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

Interviewing Candidates Making Plans; Starting an Interview; Questions and Answers; Concluding an Interview.

Testing Candidates 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

Starting Work Settling in; Appraising the New Employee.

TRAINING AND DEVELOPMENT

What is Training Assumptions for Prevailing and Alternative Concepts of Training; Action through Training or Action through Force.

Training Strategy Four Strategic Issues; Three Basic Phases; Modalities in Training.

Overview of the Training Process Three Phases in the Training Process; The Learning Spiral for Participants; The Training Process for Participants' Organizations.

Establishing Objectives and Preparing the Partners Organizational Collaboration through Clarifying Needs; Two Dilemmas of Development; Clarifying Individual Motivation for Training; Seven System Functions with Candidates for Training.

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.

Developing Group and the Climate The Social Process: Three Aspects.

Trainers and Training Styles Trainers' Role: Three Hidden Functions; Trainers' Style: Unique, Appropriate, Flexible.

Post Training Support for Improved Performance at Work Redressing Four Common Imbalances in Training Programs; Supporting Innovation at Work.

Evaluation of Training Two Sets of Issues for Evaluation.

The Training System System Goals and Approaches to System Development; Tasks of the Training System.

Training Centers and Like Institutions Consistent Learning Environment for Participants.

Action Research for Better Training Some Questions for Trainers to Study.

GROUP H

Leadership and Change Management (Max Marks: 100, Duration: 3 Hrs)

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.

The Making of a Leader Making of a Leader; Developing Next Generation Leaders; Tying Leadership Development to Organization Goals.

Leading a Learning Organization Learning; The Learning Organization; Leading a Learning Organization.

Coaching Leaders Demystifying Coaching; The Leader as a Coach; Improving as a Coach.

Developing Performing Teams Moving from Command and Control to Teamwork; Understanding Teams and Teamwork; Principles Of Great Teams; Team Size and Skills; Leadership Approaches that Foster Team Performance; Team Learning.

Leadership Succession Leadership Succession: An Overview; Importance of the Right CEO; Insider Vs Outsider for CEO Job; Choosing The Right CEO; Women CEOs.

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.

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.***

Strategic Human Resource Management (Max Marks: 100, Duration: 3 Hrs)

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 to Strategy HR's Emerging Role in the Formulation and Implementation of Strategy; Models Integrating Strategy and HR; Economic Indicators of HRM.

HRM and Organizational Strategies HR and Corporate Strategy; HR and Business Strategy; Human Resource Strategy Framework.

Redesigning Work Systems Designing Work Systems; Redesigning Work Systems; Organizational Design Processes; Factors Affecting Design Processes; Organizational Structure; Types of Organizational Structure; Enacting Strategy for Structure; Emerging Issues in Organizational Redesigning.

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

Strategic Acquisition of Human Resources Strategic Recruitment; Strategic Selection; Strategic Approaches on Staffing; Strategic Issues in Staffing; Impact of Technology on Staffing.

Strategic Implications of Training and Development Overview of Training and Development; Strategic Issues in Training and Development; Use of Technology in Training.

Performance Management and Evaluation Strategic Dimension of Performance Appraisal; Moving from Performance Appraisal to Performance Management; Organizational Appraisal - Balanced Scorecard; Economic Value Added (EVA).

Compensation and Strategic Human Resource Management Objectives of Compensation; Organizational Strategy, Goals and Compensation; Pay Elements; Compensating Individuals; Compensating Groups; Compensating the Chief Executive Officer(CEO); Employee Motivation; Job Evaluation; 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 Business; Level 5 Leadership; Women CEOs; Managing Technological Innovation.

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 Separation; Concept of Downsizing; Areas Affected by Downsizing; Concept of Turnover; Relationship between Downsizing and Outsourcing.

Knowledge Management and Human Resources Characteristics of a Knowledge Organization; Relationship Between Knowledge Management and HR; Importance of Intellectual Capital; Managing Intellectual Capital; Role of the Knowledge Manager.

International Human Resource Management Introduction to International Human Resource Management; Approaches to IHRM; Managing Culture and Diversity; Forces Contributing to Diverse Workforce; Dimensions of

Diversity; Diversity Processes; Strategic Issues in Managing a Diverse Workforce; Challenges and Emerging Issues in IHRM.

Mergers and Acquisitions Mergers and Acquisitions; Types of Mergers; Strategic Management of HR during Mergers; Significance of Organizational Culture During Mergers; Role of HR Departments and HR Professionals during 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; HR Outsourcing as a Best Practice; Outsourcing and HR Department; Making the Outsourcing Decision; Outsourcing in the Future; Problems Associated with Outsourcing

Human Resources and Information Technology Impact of IT on HRM; Technologies Affecting HRM; Human Resource Innovations; Conventional HRM to Web Based HRM: Transition; Application Software for Human Resources Practices; Impact of IT on Training and Development; Impact of IT on Labor Relations.

Ethical Issues in Strategic Human Resource Management Core Concepts in Ethics; Gender Differences; Ethics at the Workplace; Ethical Issues in Labor-Management Relations; Manager-Shareholder - Conflict of Interest.

ELECTIVES IN MARKETING

GROUP G

Advertising & Communication (Max Marks: 100, Duration: 3 Hrs)

Marketing Communications: An Overview Marketing Communications; Marketing Communication Mix; Factors Affecting the Marketing Communication Mix; Marketing Communication Process.

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

Modelling for Marketing Communication Evolution of Communication Models; Models of Marketing Communication.

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

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

Advertising Objectives and Planning Advertising Plan; The Briefing Process; The Advertising Production Process.

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

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

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

Mass Media Promotions Newspapers and Advertising; Magazines and Advertising; Radio and Advertising; Television and Advertising.

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

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

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

Public Relations Types of Public Relations; The Process of PR; Measurement and Evaluation of PR Effectiveness; Tools for Measuring PR Effectiveness; Role of Public Relations in Crisis Management.

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

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

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

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

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

Brand Management Brands and their Significance; Characteristics of Successful Brands; Role of Brands; Branding Strategies; Brand Equity; Brand Loyalty; Brand Awareness; Perceived Quality; Brand Associations; Branding and Marketing Communications; International Branding

Considerations; Brand Management During Recessions; Corporate Image and Brand Management .

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

Services Marketing (Max Marks: 100, Duration: 3 Hrs)

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; New Avenues in Services Marketing.

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; Uses of Marketing Research Information; Upward Communication.

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/ Individual Service.

Positioning and Differentiation of Services Definition and Concept of Positioning; Positioning Strategies; Value Chain in Services; Differentiation of Services; 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.

The Marketing Mix Elements Marketing Mix in Traditional Marketing; Inadequacy of Four Ps for Marketing Services; 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; Key Intermediaries in 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; Balancing Marketing and Operations.

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

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.

Supplementary Services Importance of Supplementary Services; Classification of Supplementary Services; Implications of Supplementary Services.

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.

Marketing Planning for Services Marketing Planning Process; Strategic Context; Situation Review; Resource Allocation and Detailed Planning.

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.

Tourism & Travel Services Marketing

Hotel Industry

Major Characteristics of Hotel Industry; Market Segmentation; Marketing Strategy; Marketing Mix; Recent Trends in Hotel Industry; Hotel Industry in India.

Tourism Industry Characteristics of Tourism Industry; The Tourism Marketing Mix; Recent Trends in the Industry; Tourism Industry in India.

Transportation Industry

Characteristics of the Industry; Transportation Marketing Mix; Transportation Industry in India.

Marketing of Financial Services

Banking Industry

Definition of Banking; Market Segmentation in Banking Industry; Marketing Mix of Banking; Recent Trends in Banking.

Insurance Industry

Market Segmentation in Insurance Industry; Marketing Mix for Insurance Industry; Recent Trends in Insurance Marketing.

Mutual Fund Industry

Definition of Mutual Fund; Market Segmentation; Marketing Mix of Mutual Fund Industry; Recent Trends in Mutual Fund Industry.

Portfolio Management

Definition of Portfolio Management; Market Segmentation and Marketing Mix; Recent Trends in Portfolio Management Industry.

Communication and Information Services

Telecom Industry

Characteristics of Telecom Industry; Market Segmentation; Marketing Strategy; Marketing Mix; Recent Trends in Telecom Industry; Future of Telecom Industry in India.

Courier Industry

Characteristics of Courier Industry; Market Segmentation; Marketing Strategy; Marketing Mix; Recent Trends in Courier Industry; Indian Courier Industry.

Media Services Marketing

Broadcasting Services

Media Services and Broadcasting; Consumer Behavior in Response to Broadcasting Services; Market Segmentation in Broadcasting; Marketing Strategy of Broadcasting Firms; Marketing Mix for Broadcasting Services; Recent Trends in Broadcasting; Broadcasting Industry in India.

Entertainment Services

Consumer Behavior in Response to Entertainment Services; Market Segmentation in Entertainment; Marketing Strategy for Entertainment Firms; Marketing Mix for Entertainment Services; Recent Trends in Entertainment; Entertainment Industry in India.

Print Media

Characteristics of Print Industry; Marketing Segmentation; Marketing Strategy; Marketing Mix; Recent Trends; Print Industry in India.

Professional Services Marketing

IT Services

Evolution of IT Services; Market Segmentation; Market Strategy; Marketing Mix; IT Industry in India.

Consultancy Services

Characteristics of Consultancy Services; Market Segmentation and Strategy; Marketing Mix; Challenges before the Indian Consultancy Industry.

Healthcare Services

Market Segmentation of Healthcare Industry; Marketing Strategy; Marketing Mix; Recent Trends in Indian Healthcare Industry.

Advertising Services Evolution of the Advertising Industry; Segmentation and Marketing Strategy of the Industry; Marketing Mix; Advertising Industry in India.

Retailing Industry

Characteristics of Retailing Industry; Marketing Segmentation; Marketing Strategy; Marketing Mix; Recent Trends; Retailing Industry in India.

Marketing of Education Services Classification of Education Services; Market for Educational Service; Characteristics of Education Services and Implications for Marketing; Education and Strategic Marketing; Marketing Mix and Education Service; Technology and its Role in Education; Education in India.

Charities Marketing The Role of Marketing in Charities; Business Functions in Charities Marketing; Management Tasks in Charities Marketing; Marketing Planning and the Marketing Mix; Charity Organizations in India.

GROUP H

International Marketing (Max Marks: 100, Duration: 3 Hrs)

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.

Sales & Distribution Management (Max Marks: 100, Duration: 3 Hrs)

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; Structure of the Book.

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.

International Sales Management Role of the Sales Manager in the International Market; International Sales and Marketing Opportunities; Challenges in International Sales Management; Strategic Issues for International Sales and Marketing; International Sales Techniques; Structures for International Sales Organizations; International Sales Management Practices.

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.

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 Careers.

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.

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.

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

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

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

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; Wholesaling in India; Future of Wholesaling.

Retailing Retailing and its Importance; Evolution of Retailing; Classification of Retailers; Strategic Issues in Retailing; Trends in Retailing; Future of Retailing.

Ethical and Social Issues in Sales & Distribution Management Ethics in Business; What is Corporate Social Responsibility; Evolution of Corporate Social Responsibility; Levels of Social Responsibility; What Influences Ethical Behavior; Management's Ethical Responsibilities.

ELECTIVES IN IT & SYSTEMS GROUP G

Data Warehousing and Data Mining (Max Marks: 100, Duration: 3 Hrs)

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

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

Data Warehouse Design Database Schema and their Types, Partitioning : Types, Strategies and Sizing of Partition, Aggregations, Data Marting - Designing and Costs, Meta Data and its Tools, System Managers, Data Warehouse Process Managers, Load Manager, Query Manager.

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

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

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

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

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

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

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

Software Project Management (Max Marks: 100, Duration: 3 Hrs)

Product and Process: Role of Software - Software characteristics - Applications - Myths - Process, methods and tools - Generic view - Process - M models - Software process models - Classical model (waterfall) - Prototype - RAD - Evolutionary - incremental, spiral, concurrent - Component based development model - Formal methods model - 4 GLs.

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

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

Project Estimation: Estimation - Important issues - Project planning objectives - Software scope - Resources - Models of estimation - Decomposition techniques - Software sizing - Problem based estimation -

LOC based estimation - FP based estimation - Process based estimation - Empirical models - COCOMO model - Putnam's model - Make / buy decision - Automated estimation tools.

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

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

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

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

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

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

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

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

Technical Metrics for OO Systems: Distinguishing characteristics of OO metrics - Metrics for OO design model - Class oriented metrics - The MOOD metric suite - Operation oriented metrics - Metrics for OO testing, Metrics for OO projects.

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

GROUP H

E-Business (Max Marks: 100, Duration: 3 Hrs)

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.

Cryptography, Computer Security + Disaster Recovery (Max Marks: 100, Duration: 3 Hrs)

Introduction to Communication Security: Security Attacks and Security Services, A Model for Internetwork Security.

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

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

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

System Security: Intruder, Virus & Worm, Firewalls – Design Principles, Trusted Systems

Disaster Recovery Planning: Business Continuity Planning (BCP) Concepts, Impact of Disaster and importance of BCP, From Disaster Recovery to Business Continuity, Business Continuity for IT services, Tools and Technologies for BCP, Planning, Testing & Managing, Disaster Recovery Strategies, Strategic approaches for BCP, Network Strategy, Data Center Protection, Services Strategy, High Availability Solution, Case Studies.

ELECTIVES IN GENERAL MANAGEMEN

GROUP G

International Business Environment (Max Marks: 100, Duration: 3 Hrs)

An Overview of the Global Business Environment Understanding Globalization; The Global Business Environment & its Components; Social Environment; Cultural Environment; Political Environment; Economic Environment; Legal Environment; Regulatory Environment; Technological Environment; Tax Environment; Impact of Globalization on Business. -

Process of Globalization Historical Perspective of Globalization; Need to Globalize; The Stages of Development of a Transnational Corporation; Challenges of Globalization; The Metanational Corporation.

Economic Environment Classification of Economies; Economic Indicators; Economic Integration.

Political Environment Types of Political Systems; Political Risk; Factors that Contribute to Political Risk; Analysis of Political Risk; Management of Political Risk.

Political Environment in Emerging Countries Political Environment in China; Political Environment in India; Political Environment in Brazil; Political Environment in Russia.

Political Environment in Developed Countries Political Environment in the United States of America; Political Environment in Japan; Political Environment in the Federal Republic of Germany (FRG) ; Political Environment in France; Political Environment in the UK; Political Environment in Canada; Political Environment in Italy; Political Environment in Australia.

Social Environment Society; Family; Demographic Issues; Global Environment Policy and Management Issues.

Cultural Environment Understanding Culture; Characteristic of Culture; Hofstede's Model; Influence of Culture on Consumption; Influence of Culture on Thinking Process; Influence of Culture on Communication Process; Managing Cross-Cultural Differences; Locating Relevant Cultural Information; Culture Shock

Social and Cultural Environment in Developing Countries Social and Cultural Environment in China; Social and Cultural Environment in Brazil; Social and Cultural Environment in Russia; Social and Cultural Environment in India.

Social and Cultural Environment in Developed Countries Social and Cultural Environment in the United States; Social and Cultural Environment in Japan; Social and Cultural Environment in Germany; Social and Cultural Environment In France; Social and Cultural Environment in the UK; Social

and Cultural Environment in Canada; Social and Cultural Environment in Italy; Social and Cultural Environment in Australia

An Overview of Technology Definition of Technology; The Choice of Technologies to Develop; Technology Development; Technology Transfer; Impact of Information Technology on Organizations.

Influence of the Internet on Business Description of Internet & Internet Tools; Vague Market Signals; Benefiting from Internet Channel; Internet, Infomediaries, Innomediaries; Industry Structure in the Age of the Internet; No First Mover Advantages.

Regulatory Environment Purpose of Regulation; Employment and Labor Laws; Discrimination in Employment; Environment and Pollution Control; Intellectual Property Rights; Regulations Related to Product Promotion in Different Countries; Securities Regulations in Different Countries; Anti-trust Law in the US; Regulatory Environment in Europe.

Tax Environment The Purpose of Taxation; Types of Taxation; Double Taxation; Taxation in Times of E-commerce.

Legal Environment Tariffs; Non-tariff Barriers; Trade in Textiles and the MFA ; Anti-dumping Laws; Foreign Investment Regulations; Litigation and Dispute Settlement; Cyber Laws; INCO Terms.

Project Management (Max Marks: 100, Duration: 3 Hrs)

Project Management: An Overview 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 Management Environment Project Stakeholders; Organizational Influences; Socio-economic Influences; Environmental and Legal Influences; Project Phases and the Project Life Cycle.

Strategy and Project Management The Role of Strategy in Project Management; The Strategy Process; Resolving Trade-Off Decisions in Strategy; Deploying Strategy; Stakeholder Marketing.

Project Management Processes Project Processes; Process Groups; Process Interactions; Customizing Process Interactions.

Project Integration Management Project Integration; Project Plan Development; Project Plan; Project Plan Execution; Overall Change Control.

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 Analysis 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 and Environmental Analysis of Projects Technical Analysis; Environmental Analysis; Social Cost Benefit Analysis (SCBA).

Financial Analysis of Projects: An Overview Project Cost; Means of Financing the Project; Working Capital Requirements and Financing; Time Value of Money.

Cost of Capital Costs of Various Sources of Finance; Weighted Average Cost of Capital.

Project Appraisal Criteria Evaluation of Project Investments; Appraising Projects Using Non-discounting Criteria; Appraising Projects using Discounting Criteria; Simple, Non-Simple, Pure, and Mixed Projects; Appraising Projects with Special Features.

Risk Analysis in Capital Investment Decisions Types of Risk; Measuring Risk; Methods of Risk Adjusted Investment Appraisal; Calculating Standard Deviation of NPV; Advanced Techniques of Risk Analysis.

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

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.

Human Resource Management: Building Project Team Organizational Planning; Selecting the Staff Required; Building Teams.

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

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

Project Communication Management Project Communication Planning; Distribution of Information; Performance Reporting; Administrative Closure.

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

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

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

Project Procurement Management Project Procurement Planning; Solicitation Planning; Solicitation; Vendor Selection; Contracting; Contract Administration; Contract Change Management System; Contract Closing.

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

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

Management of International Projects Impact of the Business Environment on International Projects; Impact of Cultural Diversity on Projects; Multicultural Communication; Managerial Behavior in International Projects.

Management of Software and Information Systems Projects Unique Features of Software Project Management; Impact of Business Trends on Information Systems Projects; Impact of Latest Technology on Information Systems Projects; Similarity of Information Systems Projects with Projects in Other Industries; Differences between Information Systems Projects and Projects in Other Industries; Developmental Phases in Information Systems Projects.

Ethics in Project Management Ethics and Project Management; Code of Ethics for the Project Management Profession; Ethics Obligation Matrix; Ethics in Project Procurement.

Future of Project Management The History of Project Management; Organizational Considerations; New Trends in Project Management; Collaborative Project Management; Contemporary Issues in Project Management.

GROUP H

Leadership and Change Management (Max Marks: 100, Duration: 3 Hrs)

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.

The Making of a Leader Making of a Leader; Developing Next Generation Leaders; Tying Leadership Development to Organization Goals.

Leading a Learning Organization Learning; The Learning Organization; Leading a Learning Organization.

Coaching Leaders Demystifying Coaching; The Leader as a Coach; Improving as a Coach.

Developing Performing Teams Moving from Command and Control to Teamwork; Understanding Teams and Teamwork; Principles Of Great Teams; Team Size and Skills; Leadership Approaches that Foster Team Performance; Team Learning.

Leadership Succession Leadership Succession: An Overview; Importance of the Right CEO; Insider Vs Outsider for CEO Job; Choosing The Right CEO; Women CEOs.

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.

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.

E-Business (Max Marks: 100, Duration: 3 Hrs)

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

ICFAI Distance MBA Program offered by the Directorate of Distance Education, the ICF AI University, Tripura prepares men and women with the skills, knowledge and strategic perspectives essential to the leadership of business anywhere in the world.

The ICF AI Distance MBA Course is designed to provide both a portfolio of strong functional skills and the ability to apply, adapt and integrate those skills into different management settings. While the curriculum provides a rigorous grounding in traditional disciplines, the educational process, with its emphasis on new strategy and managerial skills, develops the skills for problem solving, decision-making and leadership of complex organizations.

The MBA Program seeks to prepare managers to cope with this change. It is this philosophy which has led to the MBA Program adopting a general management approach. This approach will help students develop a broad foundation of skills and knowledge in the diverse functional areas of business management.

ICFAI Distance MBA 2011 Eligibility:-

Bachelor's Degree in English medium (any discipline) with 45% and above aggregate marks.

Students who have pursued their degree program in non-English medium are advised to undergo proper preparatory courses in Business English so that they can cope with the MBA Program.

Duration: Two years.

Medium of instruction: English.

Validity of enrollment

***For students who pay fee stage-wise:
They are required to complete Stage I of the MBA Program within a maximum period of two years from the date of enrollment. Students who are unable to complete the program within two years, but are still keen on***

continuing in the program, are required to register de novo by paying the requisite fee.

For students who pay full fee for all 3 stages:

They are required to complete all 3 Stages of the MBA Program within a maximum period of four years from the date of enrollment. Students who are unable to complete the program within four years, but are still keen on continuing in the program, are required to register de novo by paying the requisite fee.

Flexible Learning Program:-

The MBA Program is based on study and examinations.

Study: The University provides a detailed study plan and prescribed books specially designed (as per the curriculum of the University) and meant for self-study.

Examinations:-

The examinations are conceived, developed and administered on a rigorous and fair basis to bring out the best in the students and prepare them for challenging careers in the world of management. Examinations for the program are conducted four times a year in January, April, July and October.

Eligibility for appearing in examinations:-

Students will be eligible to appear for Group A examinations six months after the date of enrollment, provided all postdated cheques which are due so far, are honored on time. Subsequently, they can appear for two groups every three months. Students are required to appear and pass the groups in a sequential order.

Online registration facility:-

All students are required to register for their examinations (including payment of fee) using the online facility only, as the operations of examinations department are fully computerized.

Enrollment dates:- In order to become eligible to appear for the examinations, the students are required to enroll into the program on or before the dates given below.

Examinations:- July 2011

Enroll into the program on or before:- December 31, 2010

Examinations:- October 2011

Enroll into the program on or before:- March 31, 2011

Examinations:- January 2012

Enroll into the program on or before:- June 30, 2011

Examinations:- April 2012

Enroll into the program on or before:- September 30, 2011

ICFAI Distance MBA Syllabus:-

GROUP A

Introduction to Management – Paper I (Max Marks: 100, Duration: 3 Hrs)

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; Emerging Approaches in Management Thought.

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.

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.

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 Organization 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 Entrepreneurship and Intrapreneuring.

Introduction to Management – Paper II (Max Marks: 100, Duration: 3 Hrs)

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.

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.

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

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

Productivity and Operations Management Production and Productivity; Productivity Problems and Measurement; Operations Research, Production and Operations

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.

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.

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

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

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

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

International Management Reasons for Going International; International Management Functions; Japanese Management; Theory Z; Multinational Corporations.

Managerial Effectiveness – Paper I (Max Marks: 100, Duration: 3 Hrs)

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 Types of Interviews; Planning the Interview; Conducting the 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.

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; Strong Appeal or Urgency.

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

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

Writing Effective Memos and E-mails Fundamentals of Effective Memos and E-mails; Categories of Memos; Memos about the Unpleasant; Persuasive Memos; E-mails; E-mail Etiquette.

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

The Framework of a Report The Elements of a Report; The Text of the Report.

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

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

Review of Writing Skills Sentence Structure; Punctuation; Paragraphs; Compositions; Steps in Essay Writing.

Managerial Effectiveness – Paper II (Max Marks: 100, Duration: 3 Hrs)

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.

Emotional Intelligence in Management Nature of Emotional Intelligence; Evolution of Emotional Intelligence; Components of Emotional Intelligence; Analyzing the Impact of Emotions in Workplace; Application of Emotional Intelligence in 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 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.

GROUP B

Organizational Behavior - Paper I (Max Marks: 100, Duration: 3 Hrs)

FUNDAMENTALS OF ORGANIZATIONAL BEHAVIOR

Understanding Organizational Behavior Definition of Organizational Behavior; Management Roles; Management Skills; Generalization about Behavior; Consistency Vs Individual Differences; Theoretical Frameworks; Challenges and Opportunities for Organizational Behavior; Environmental Challenges: Globalization, Information Technology, Total Quality, and Diversity and Ethics; 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 Communications 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 Operation; How Culture Influences International OB; Managing a Global Workforce: Cultural Adaptation; Differences in Managerial Leadership Across Cultures; Cultural Contingencies and Productivity.

Personality and Attitudes Meaning of Personality; Personality Determinants; Other 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; Sensation Vs. Perception; Subprocesses 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.

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.

Organizational Behavior - Paper II (Max Marks: 100, Duration: 3 Hrs)

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

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

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

Decision Making The 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; Distinctions 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 Organizations; Learning Culture; Changing Organizational Culture.

Organizational Change Forces of Change; Managing Planned Change; The 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 Organization Development Definitions and Concepts of Organization Development; History of Organization Development; Nature of Organization Development; Client-Consultant Relationship.

Organization Development Interventions Meaning of OD Interventions; Types of OD Interventions.

Future of Organizational Development Strengths of Organizational Development ; The Future of OD: Leadership and Values; Knowledge about OD; OD Training; Interdisciplinary Nature of OD; Diffusion of OD Techniques; Integrative Practice; Rediscovering and Recording History; Possible Changes in OD Processes and Practices.

Business Economics – Paper I (Max Marks: 100, Duration: 3 Hrs)

Introduction to Microeconomics Nature and Scope of Economics; Relevance of Microeconomics; Difference between Micro & Macro Economics; Scarcity and Choice; Production Possibility Curve; Partial Equilibrium and General Equilibrium Analysis; Economics and Business.

Theory of Demand and Supply Demand Theory; Elasticity of Demand; Supply Theory; Elasticity of Supply; Equilibrium of Demand and Supply.

Consumer Behavior Choice and Utility Theory; Law of Diminishing Marginal Utility; Equi-Marginal 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 and Production Function; Break Even Analysis; Shutdown Point; Economies of Scale.

Perfect Competition Characteristics of a Perfectly Competitive Market; Supply and Demand in Perfect Competition; Short Run Equilibrium of the Competitive Firm; Long Run Equilibrium of the Competitive Firm; Efficiency of Competitive Markets; Effects of Taxes on Price and Output.

Imperfect Competition Imperfect Competition; Monopoly; Monopolistic Competition; Oligopoly.

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

Interest and Profit The Concept of Interest; Theories of Interest; The Concept of Profit; Theories of Profit; Profit Policies; Economic Progress and Profits.

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

Business Economics – Paper II (Max Marks: 100, Duration: 3 Hrs)

Introduction to Macroeconomics Developments of Macroeconomics; Objective and Instruments of Macroeconomics; Instruments of Macroeconomics Policy; Basic Concepts in Macroeconomics.

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

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

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

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

Monetary Policy Objectives of Monetary Policy; Relevance 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.

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

Banking and Money Supply Indian Financial System; The Banking System; Money Supply; The Components of Money Supply; The Money Multiplier Approach; Creation of Money and Banking System; Equilibrium in Money Market.

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

Economic Indicators The Concept of Economic Indicators; Features of Economic Indicators; Classification of Economic Indicators.

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

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

GROUP C

Marketing Management – Paper I (Max Marks: 100, Duration: 3 Hrs)

Marketing: The Development of a Concept Definition of Marketing; Evolution of Marketing ; Marketing Myopia; Marketing Dynamics; Significance of Marketing; Structure of the Book.

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 Environmental 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; The Classification of Organizational Markets; Factors Influencing Organizational Buying ; Participants in Organizational Buying; Procurement Process; Stages of Buying; Using Standard Industrial Classification Codes.

Marketing Research, MkIS and Demand Forecasting Meaning and Scope of Marketing Research; The Marketing Research Process; Barriers between Marketing Researchers and Managerial Decision- makers; The Importance of Ethical Marketing Research; 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 Scope and Importance of Strategic Planning; 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 Strategy; Designing Competitive Strategies; Competitive Intelligence System; Total Quality Management.

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.

Marketing Management – Paper II (3 hours: 100 marks)

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; 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.

Channels of Marketing Nature of Marketing Channels; Role of Marketing Channels; Functions of Marketing Channels; Designing Distribution Channels; Channel Management; Channel Dynamics; Multichannel Marketing System; Channels and Conflicts.

Logistics and Wholesaling Objectives of Market Logistics; Market Logistic Decisions; Functions of Warehousing; Types 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; Marketing Communication Integration and Coordination; Future of Marketing Communication.

Advertising, Sales Promotion and Public Relations Benefits of Advertising; Developing an Advertising Program; Evaluation of Advertising Effectiveness; 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.

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; Marketing Strategies of MNCs in India.

Direct and Online Marketing Nature and Scope of Direct Marketing; The Growth and Benefits of Direct Marketing; Database Marketing; Forms of

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

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

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

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

Information Technology & Systems – Paper I (Max Marks: 100, Duration: 3 Hrs)

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

Personal Productivity Software Word Processing Software; Spreadsheet Software; Presentation Graphics Software.

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

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

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.

Information Technology & Systems – Paper II (Max Marks: 100, Duration: 3 Hrs)

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.

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 the 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 Planning 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.

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

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

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

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

GROUP D

Accounting for Decision Making - Paper I (Max Marks: 100, Duration: 3 Hrs)

Introduction to Financial Statements: Definition of Accounting – Objectives of Accounting – Generally Accepted Accounting Principles (GAAP), – Conventions and Concepts – Financial Statements – Understanding Financial Statements – Qualitative Characteristics of Financial Statements – Users of Financial Statements.

Principal Financial Statements: Understanding Balance Sheet – Understanding Income Statement – Understanding Cash Flow Statement – Limitations of Financial Statements.

Introduction to Financial Statement Analysis: Importance of Financial Statement Analysis – Uses of Financial Statement Analysis – Information Needs of Different Users – Sources of Financial Statement Analysis – Tools and Techniques of Financial Statement Analysis – Limitations of Financial Statement Analysis.

Tools and Techniques of Financial Statement Analysis: Importance of Ratio Analysis – Classification of Ratios – Valuation Ratios – Income Statement Ratios – Balance Sheet Ratios – Cash Flow Statement Ratios – Uses and Limitations of Financial Ratios – Cross-sectional Analysis – Common-size Statement Analysis – Cross-sectional Analysis using Ratios – Time-series Analysis of Financial Statements – Methods of Time-series Analysis.

Accounting Standards: Importance of Accounting Standards – Indian Accounting Standards – Auditor's Duties in Relation to Accounting Standards – Introduction to USGAAP – Need for IAS Compliance in Indian Context – Requirements of USGAAP Compliance for Indian Corporate – Difference between USGAAP, IAS and AS.

Accounting for Decision Making - Paper II (Max Marks: 100, Duration: 3 Hrs)

Introduction to Management Accounting: Role of Management Accounting – Scope of Management Accounting – Basic Cost Terms and Concepts for Managerial Decisions – Statement of Cost or Cost Sheet.

Marginal Costing and Break-Even Analysis: Concept of Absorption Costing and Marginal Costing – Cost-Volume-Profit Analysis – Applications of CVP Analysis – Break-Even Analysis.

Cost Analysis and Decision-making: Production Decisions: Meaning of Managerial Decision-Making, Relevant Cost and Irrelevant Cost – Marginal Costing and Differential Cost Analysis – Make or Buy Decisions – Accept or Reject an Order/Foreign Orders or Exploring New Markets – Purchasing vs. Leasing – Sell or Further Process Decision – Product Mix Decision under Capacity Constraint – Closing Down of Factory or Segment.

Cost Analysis and Decision-making: Marketing Decisions: Need for Pricing Decisions – Objectives of Pricing – Pricing Strategy – Fixation of Selling Price – Pricing Methods – Selling Agents vs. Sales Force – Target Costing.

Current Developments: Value-Added Statement – Approaches for Computation of Value-Added – Value-Added Ratios – Economic Value-Added Statement – Brand Valuation and Accounting – Enterprise Resources Planning Applications in Financial Accounting.

Human Resource Management – Paper I (Max Marks: 100, Duration: 3 Hrs)

Introduction to HRM Definition and Concept of Human Resource Management; History of Human Resource Management; Functions of Human Resource Management; Human Resource 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.

International Human Resource Management Concept of International Human Resource Management (IHRM); Approaches to IHRM; Features of IHRM;

Importance of IHRM; Factors Affecting IHRM; Different IHRM Activities; Strategic IHRM.

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

Job Analysis and Design Concept of Job Analysis; Process of Job Analysis; Job Analysis Methods; Job Analysis Information; Job Description; Job Specification; Uses of Job Analysis; Issues in Job Analysis; 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 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.

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.

Human Resource Management - Paper II (Max Marks: 100, Duration: 3 Hrs)

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 Governing Wage and Salary Administration; Wage Fixing Institutions/Authorities; Concept of Rewards; Types of Incentive Plans; Non Monetary Incentives; Guidelines for Effective Incentive Plans; Employee Benefits; Objectives of Employee Benefits; History and Evolution of Benefits Programs in India.

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.

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; Legislative Aspects of the Grievance Redressal Procedure in India; Conflict Resolution.

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; Code of Discipline in Indian Industry.

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; Workers' Participation in India; Forms of Worker Participation in India.

Quality of Work Life Definition and Concept of Quality of Work Life; 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.

Appendix

Rudiments of the Following Acts:

The Trade Union Act, 1926; The Industrial Disputes Act, 1947; The Industrial Employment (Standing Orders) Act, 1946; The Factories Act, 1948; The Employee State Insurance Act; The Workmen's Compensation Act, 1923; The Payment of Bonus Act; 1965; The Payment of Wages Act, 1936; The Minimum Wages Act, 1948; The Payment of Gratuity Act, 1972.

GROUP E

Financial Management - Paper I (Max Marks: 100, Duration: 3 Hrs)

Introduction to Financial Management: Nature and Objectives of Financial Management – Role of the Finance Manager – Interface of the Finance Function with other Functional Areas – Environment of Corporate Finance.

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

Time Value of Money: What Time Value of Money Means? – Why Money has Time Value? – Process of Compounding – Process of Discounting – Future Value of a Single Flow – Future Value of Multiple Flows – Future Value of Annuity – Present Value of a Single Flow – Present Value of Uneven Multiple Flows – Present Value of Annuity.

Risk and Return: The Concepts of Risk and Return – The Components of Return – Measurement of Rate of Return – The Relation between Risk and Expected Rate of Return – Sources of Risk – Risk in a Portfolio Context – Diversification – Diversifiable and Non-diversifiable Risk – Measurement of Non-diversifiable Risk – Capital Asset Pricing Model.

Leverage: Concept of Leverage – Operating Leverage – Financial Leverage – Total Leverage.

Valuation of Securities: Valuation of Bond – Bond Price Movements – Equity Valuation: Dividend Capitalization Approach – Equity Valuation: Ratio Approach.

Sources of Long-term Finance: Need for Long-term Finance – Introduction to Cost of Project and Means of Finance – Important Sources of Long-term Finance – Features of Share Capital, Preference Capital, Debentures and Term Loans – Other Sources of Long-term Finance.

Cost of Capital and Capital Structure Theories: The Meaning of Cost of Capital – Costs Associated with the Principal Sources of Long-term Finance – Concept of Weighted Average Cost of Capital – Weighted Marginal Cost of Capital Schedule – Meaning of Capital Structure – Factors affecting the Capital Structure – Theories of Capital Structure.

Dividend Policy: The Dividend Decisions of a Firm-Relevance/Irrelevance – Models Explaining the Relevance/Irrelevance of the Dividend Policy.

Financial Management - Paper II (Max Marks: 100, Duration: 3 Hrs)

Working Capital Management: The Meaning of and Need for Working Capital – Various Components of Current Assets and Current Liabilities – Static vs. Dynamic view of Working Capital – Factors Affecting Composition of Working Capital – Objectives of Working Capital Management – Liquidity vs. Profitability and Working Capital Policies – Interdependence among Components of Working Capital – Estimation of a Firm's Working Capital needs using the Operating Cycle – Measures for Evaluation of Working Capital Management – Some Important Working Capital Ratios.

Financing Current Assets: Behavior of Current Assets and Pattern of Financing – Spontaneous Sources of Finance – Trade Credit – Short-term Bank Finance – Public Deposits for Financing Current Assets – Commercial Paper and Factoring ¶ Regulation of Bank Credit – Tandon Committee Recommendations – Chore Committee Recommendations – Marathe Committee Recommendations – Kannan Committee Recommendations – Nayak Committee Recommendations.

Inventory Management: The Nature of Inventory and its Role in Working Capital – The Purpose of having Inventories – Types of Inventory and Costs Associated with it – Inventory Management Techniques like Determination of Economic Order Quantity, Economic Production Quantity, Re-order Point, Stock Level, etc. – Inventory Planning – Introduction to Specialized Techniques like ABC Analysis and VED Analysis – Various Methods of Pricing of Inventories.

Receivables Management: Meaning and Computation of Receivables – Purpose and Cost of Maintaining Receivables – Impact of a Firm's Credit Policy on Level of Investment in Receivables, Level of Sales, Bad Debt Loss, etc. – How Firms Evaluate Creditworthiness of Customers – Decision Tree for Credit Granting – Monitoring of Receivables.

Cash Management: The Difference between Profits and Cash – Need For and Objective of Cash Management – Short-term Cash Forecasting and Cash Budgets – Cash Reports for Monitoring and Control – Factors to be Reckoned with for Efficient Cash Management – Forms of Liquidity and the Choice of Liquidity-mix.

Capital Expenditure Decisions: Nature of the Investment or Capital Expenditure Decisions – Scanning and Identification of Investment Opportunities – Criteria for Preliminary Screening – Other Steps of Project Management like Feasibility Study, Implementation and Performance Appraisal – Introduction to Network Techniques for Project Planning and Control – Principles underlying Measurement of Costs and Benefits – Preparing Cash Flow Projections for Projects – Assessing the Financial Viability of Projects using the Various Appraisal Criteria.

International Project Appraisal: Reasons of FDI – Appraisal for FDI – The APV Criteria Various Methods of Appraising International Projects.

International Trade and Finance: Theories of International Trade – Growth of International Trade – Trade Barriers – Regulation of International Trade – Balance of Payments – Concepts and Principles behind Compilation of BoP Account – Components of BoP and the Factors affecting them – Importance and Limitations of BoP Statistics – Relationship of BoP with other Economic Variables – International Finance – Meaning and Implications of Globalization – Integration of Financial Markets: Reasons, Benefits and Costs – International Monetary System – Exchange Rate Mechanisms – Evolution of Monetary Systems: The Gold Standard, The Gold Exchange Standard, The Bretton Woods System and Current Monetary System – European Monetary Union – Forex Market – Structure of Forex market – Exchange Rate Quotations – Types of Transactions and their Settlement Dates – Regulation of Forex Market in India – Exchange Rate Determination – Purchasing Power Parity – Interest Rate Parity – Introduction to Exchange Risk: Foreign Exchange Exposure – Foreign Exchange Risk – Types of Exposure – Management of Exchange Risk: Techniques of Managing Transaction and Translation Exposures – Techniques of Managing Economic Exposure.

Financial Risk Management: Approaches to Risk Management – Risk Management Process – Futures: History of Futures Markets – Meaning and Definition – Mechanism of Futures Markets – Objectives of Futures – Futures

Prices – Types of Futures – Options: Concept of Options – American and European Options – Trading Strategies with Options – Option Pricing Models – Exotic Options – Financial Swaps: The Concept of Financial Swaps – Interest Rate Swaps – Options on Swaps – Commodity Swaps, Currency Swaps – Pricing of Swaps

Current Developments.

Operations Management - Paper I (Max Marks: 100, Duration: 3 Hrs)

Operations Management: An Overview Operations Management Decisions; The Historical Evolution of Operations Management; Computers and Advanced Operations Technology.

Operations Strategy Operations Strategy as a Competitive Weapon; Elements of Operations Strategy; Developing an Operations Strategy; Financial and Economic Analysis in Operations.

Forecasting Demand Forecasting in Operations; Forecast 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.

Facility Location and Layout Importance of Location; Factors Affecting the Location Decisions; General Steps in Location Selection and Location Decision Process; Location Evaluation Methods; Locating Service Facilities; Facility Layout; Basic Layout Formats; Developing Process Layout;

Developing a Product Layout; Developing a Cellular Manufacturing Layout; Japanese Approaches and Trends in Manufacturing Layouts; Service Facility Layouts.

Job Design Job Design Fundamentals; Considerations in Job Design; Work Environment; Uses of Job Design. Work Measurement Uses of Setting Work Standards; Work Measurement Techniques.

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 Classifications Models.

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

Operations Management - Paper II (Max Marks: 100, Duration: 3 Hrs)

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

Materials Requirement Planning Fundamentals of Materials Requirement Planning; Components of an Mrp System; Advantages and Disadvantages of an Mrp System; Problems in Implementing Mrp System; Manufacturing Resource Planning (Mrp Ii)

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

Project Management Necessity of Project Management; Network Modeling; Project Planning Methods; Project Crashing.

Trends in Operations Technology Automation; Overview of Manufacturing Activities; Artificial Intelligence (AI); Electronic Data Interchange (EDI).

Globalization and Operations Management Significance of Globalization; Sources of Global Competitive Advantage; Difficulties in Managing Globalization; Changes in Operations Strategy Necessary due to Globalization; Managing Globalization; Operations in Global Business Strategy.

GROUP F

Business Law - Paper I (Max Marks: 100, Duration: 3 Hrs)

Introduction to Legal Environment: Philosophy of Law – Classification of Law – Torts – National Law and International Law – Justice Delivery System in India.

Business Contracts: Legal Elements of Contracts – Remedies for Breach of Contract – Contracts of Agency – Contracts of Guarantee – Contracts of Indemnity – Letter of Credit Contracts – Employment Contracts – Special Rights in Contracts – Documentation of Commercial Contracts.

Non-Corporate Business Entities: Sole Proprietorship – One Person Company (OPC) – Hindu Undivided Family (HUF) Business Units – Partnership Firms – The Partnership Act, 1932 – Limited Liability Partnerships (LLP) – Cooperative Societies – Non-Profit Companies – Non-Governmental Organizations (NGO) – Insolvency Law and Implications.

Law Relating to Corporate Business Entities: Salient Features of a Company – Corporate Veil and Limitations – Types of Companies – Incorporation of a Company – Doctrine of Ultra Vires – Doctrine of Indoor Management – Raising of Capital from Public – Share Capital – Dividend Payment – Transfer and Transmission – Company Management – Company Meetings – Reconstruction and Amalgamation – Changing Legal Entity on Mergers and Acquisitions – Winding Up and Dissolution.

Property Law for Business: Classification of Property – Contract of Sale - Movable Property – Borrowing against Property as Security – Hire Purchase of Property – Lease of Property – Exchange/Gift/Assignment of Property – Intellectual Property Rights (IPR).

Business and Tax Laws: Classification of Taxes – Income Tax – Wealth Tax – Central Excise – Sales Tax – Customs Duty – Value Added Tax (VAT) – Service Tax – Fringe Benefit Tax.

Case Studies

Business Law - Paper II (Max Marks: 100, Duration: 3 Hrs)

Financial Services – Legal and Regulatory Environment: Banking Law and Regulation - Banking Regulation Act, 1949 - Reserve Bank of India Act, 1934 - Negotiable Instruments Act, 1881 - Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest (SARFAESI) Act, 2002 – Insurance Law and Regulation - Essential Elements of Insurance Contracts - Legal Principles of Insurance - Standard Clauses in Insurance Policies - Regulation of Insurance Business – Securities Law and Regulation - Market Regulation by Companies Act, 1956 - Securities Control and Regulation Act, 1956 - An Overview - Regulatory Role of SEBI - Role of Stock Exchanges - Regulation of Stock Exchanges - Trading of Securities - Listing of Securities - Regulation of Depositories

Business Transactions and Cyber law: Legal Framework for IT related Transactions – Click-Wrap Agreements – Authentication of Electronic Records – Attribution of Electronic Records – Legal Status for Electronic Records – Cyber Offences and Penalties.

Competition and Consumer Protection: Consumer Protection Law in India – Competition Law in India – Restrictive and Unfair Trade Practices – Product Liability – Public Interest Litigation in India – Class Action Suits in US.

Environment Protection and Business Obligations: Environmental Pollution – Environmental Law.

Alternative Dispute Resolution: Efficacy of ADR – Mediation–Arbitration–Litigation: A Comparative Note - Arbitration - Conciliation - Mediation - Negotiation – Arbitration and Conciliation Law in India.

Case Studies

Management Control & Information Systems–Paper I(Max Marks: 100, Duration: 3 Hrs)

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.

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.

Business Ethics and Management Control Ethical Behavior in Organizations; Management Control and Ethical Issues in Different Functions; Regulating Ethical Conduct.

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.

Management Control & Information Systems–Paper II(Max Marks: 100, Duration: 3Hrs)

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 Control of Production and Operations: An Overview; Production Controls; Operations Controls; Supply Chain Management; Information Systems in Production and Operations Management; 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 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.

ELECTIVES IN OPERATIONS

GROUP G

Quality and Productivity Management (Max Marks: 100, Duration: 3 Hrs)

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 PDCA Cycle; Problem-Solving Method; Kaizen; Reengineering; Six-Sigma.

JIT Just-in-Time Manufacturing.

Performance Measures Basic Concepts; Performance Measures; Quality Costs.

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

TOOLS AND TECHNIQUES

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

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

Quality Function Deployment (QFD) The QFD Team; Benefits of QFD; The Voice of the Customer, Organization of Information; House of Quality; Building a House of Quality; QFD Process.

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

Management Tools for Quality Improvement Force-Field Analysis; Nominal Group Technique; Affinity Diagram; Interrelationship Digraph; Tree Diagram; Matrix Diagram; Prioritization Matrices; Process Decision Program Chart; Activity Network Diagram.

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

Supply Chain Management (Max Marks: 100, Duration: 3 Hrs)

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.

GROUP H

Management of Service Operations (Max Marks: 100, Duration: 3 Hrs)

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 (Max Marks: 100, Duration: 3 Hrs)

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

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

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

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

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

Interface with Finance Operating Exposure; Exchange Rate Risk; Managing Exchange Rate Risk.

Information Management for Global Logistics Global Logistics Information and Telecommunication System: Characteristics, Functionality and Limitations; Role of Information Systems.

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

ELECTIVES IN INVESTMENTS

GROUP G

Securities Analysis Paper I & II (Max Marks: 100, Duration: 3 Hrs)

Investment Scenario: Concept of Investment – Investment Objectives and Constraints – Investment Classification – Financial Markets – Real Investment Avenues.

Risk and Return: Concept of Risk and Return – Reduction of Risk through Diversification – Quantifying Portfolio Returns and Risk – Measurement of Risk in Portfolio Context – Security Market Lines and its Applications.

Regulations of Financial Markets: Regulation of Financial Markets – Organization of Securities and Exchange Board of India (SEBI) – Functions and Powers of SEBI – Tax Aspects in Securities – Self-regulation of the Markets.

Equity Markets and their Structures: Markets and their Function – Liquidity Capital Formation – Evolution of the Equity Markets – Development of Securities Market in India – Security Market Indicators – Major Stock Exchanges – Integration of Stock Exchanges – Listing of Securities – Trading Procedure – Compulsory Demat – Clearing and Settlement Procedure.

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

Fundamental Analysis: Objectives and Beliefs of Fundamental Analysis – Framework for Fundamental Analysis – Concept of Intrinsic Value – Economic Forecasting Methods – Industry Analysis – Key Characteristics in an Industry Analysis – Industry Life Cycle – Business Cycle Analysis – Structural Analysis – Company Analysis.

Impact of Changes in Accounting Policies: Changes in Accounting Policies – Depreciation – Valuation of Fixed Assets – Foreign Exchange Transactions – Amortization of Preliminary and other Expenses – R&D Expenditure – Valuation of Inventory – Treatment of Gratuity – Lease Accounting.

Equity Valuation Models: Valuation Methods – Dividend Discount Models – Measures of Relative Value – Price/Earnings Ratio – Price/Book Value Ratio – Price/Sales Ratio – Free Cash Flow Model to Equity Model – Quantitative Analysis – Value Added Concept – Economic Value Added – Market Value Added – Evaluation of Security Analysis – Minority Interests and Discounts.

Technical Analysis: Concept of Technical Analysis – Fundamental Analysis vs Technical Analysis – Technical Trading Rules and Indicators – The Dow Theory – Charting – Price Patterns – Trendlines – Advanced Technical Tools – Pitfalls in Interpretation of Charts.

Efficient Market Hypothesis: Concept of Efficiency of the Stock Markets – Forms of EMH – Empirical Tests of EMH in the Indian Market – Description of Tests of EMH.

Bond Valuation: Strategic Role of Bonds from an Investor's Point of View – Bond Terminology – Types of Bonds – Value of Bond – Bond Yield Measures – Bond Price Analysis – Risks Associated with Bonds – Forecasting Interest Rates and Determinants of Interest Rates – Theories of Interest Rates – Analysis of Deep Discount Bonds – Analysis of Convertible Bonds – Analysis of Tax-Sheltered Fixed Investment Avenues.

Risk Measurement Tools: Types of Risks – Duration – Immunization of Risk – Convexity – Term Structure of Interest Rates – Term Structure Models –

Yield Spread Analysis – Hedging – Credit Risk – Credit Rating – Credit Analysis for Corporate Bonds.

Derivative Markets: Futures Contracts – Interpretation of Futures Price Quotations – Trading Mechanism of Futures – Clearing and Settlement of Futures – Interest Rate Derivatives in India – Motives behind using Futures – Commodity Futures in India – Options Markets – Options Terminology – Trading in Options – Options Markets in India – Settlement of Options Contracts – Swap Markets.

Bonds with Warrants and Embedded Options: Bonds with Warrants – Convertible Bonds – Callable Bonds – Floating Rate Notes – Dual Currency Bonds – Equity Index-linked Notes – Commodity-linked Bull and Bear Bonds – Swap-Linked Notes .

Real Assets: Real Assets – Appraisal of Real Assets – Approaches to Estimate the Market Value – Methods to Calculate the Capitalization Rate – Subjective Factors Affecting the Value of Real Estate.

Mutual Funds: The Concept and Objectives of a Mutual Fund – Types of Mutual Funds – Advantages of Mutual Funds – Mutual Fund Services – Organization and Management of Mutual Funds – The Mutual Fund Scene in India.

GROUP H

Portfolio Management Paper I & II (Max Marks: 100, Duration: 3 Hrs)

Part I: Portfolio Management

Introduction to Portfolio Management: Meaning of Investment – Necessity of Investment Policy – Inputs to a Policy Statement – Investment Motives or Goals – Risks in Investment – Need for Portfolio Management – The Process of Portfolio Management.

Investment Policy: Different Types of Investors, their Needs and Weaknesses – Implementing Investment Strategies – Investment Objectives

and Constraints of Different Types of Investors – psychology of Risk – Significance of Behavioral Finance – Individual Investors – Institutional Investors – Drivers of Investment Policies – Setting Objectives for the Institutional Investors – Investment Policies of the Institutional Investors – Investment Management Mandate.

Capital Market Expectations: Forecasting the Capital Market Environment – Macroeconomic Variables Affecting Capital Market Expectations – Short-Term Forecasting Techniques – Impact of Inflation – Nature of an Effective Forecast.

Asset Allocation: Policies and Procedures: Asset Allocation Process – Types of Asset Allocation – Asset Allocation – Management Style – Different Approaches to Asset Allocation Decision – Asset Allocation Techniques.

Capital Market Theory: Markowitz Model and Efficiency Frontier – Evolution of Capital Asset Pricing Model – Dominant Portfolio – Separation Theorem – Capital Market Line – CAPM – Security Market Line – Non-Standard Forms of CAPM – Application of CML and CAPM.

Arbitrage Pricing Theory: Arbitrage Pricing Model – Arbitrage Mechanism – Empirical Tests of APT – Comparison of CAPM and APT – Applications of APT.

Portfolio Analysis: Components of Risk and Return – Systematic and Unsystematic Risk – Beta of a Portfolio – Portfolio Diversification – Marginal Productivity of Incremental Assets – Perils of Excessive Diversification.

Optimal Portfolio Selection: Concept of Indifference Curves – Efficient Set Theorem – Optimal Portfolio Selection – Using Lagrangian Multiplier, Using Sharpe's Optimization Model.

Other Portfolio Selection Models: Investor Preference Functions – Economic Properties of Utility Functions – Applicability of the Utility Functions – Alternative Models of Portfolio Selection.

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

Measuring and Evaluating Portfolio Performance: Meaning and Importance of Portfolio Performance Measurement – Measures of Return – Buying the Index Approach – Linking Jensen’s Alpha and Fama’s Total Selectivity – Performance Attribution Analysis – Monitoring Influence of Asset Allocation Decisions – Performance Evaluation of the Portfolio Manager – Evaluating Asset Class Managers.

Equity Portfolio Management: Efficient Market Hypothesis – Passive vs. Active Management Strategies – Types of Passive Portfolios – Active Management Styles and Strategies – Combining Active and Passive Styles – Factor-based Approach – Equity Style Management – Book Value/Market Value Ratio.

Fixed Income Portfolio Management: Fixed Income Portfolio Management Strategies – Passive Management, Semi-active Management, Active Management – Use of Derivatives in Fixed Income Portfolio Management – International Fixed Income Portfolio Management.

Managing a Property Portfolio: The Role of Property Portfolio in a Diversified Portfolio – The Property Investment Decisions – Microeconomic Influences on Property Returns – Macroeconomic Influences on Property Returns.

Portfolio Management Using Futures: Features of Index Futures Contracts – Pricing of Index Futures Contracts – Stock Index Arbitrage – Portfolio Strategies Using Index Futures – Modifying Expectations with Futures and Options – Portfolio Insurance – Perils of Using Futures to Hedge Portfolio Risk – Trading of Index Futures in India – Hedging with Interest Rate Futures.

Portfolio Management Using Options: Generic Terms Used in Options – Factors Influencing Option Prices – Elementary Investment Strategies – Trading Strategies of Options – Arbitrage with Options – Option Pricing Models – Evaluation of Option Based Investment Strategies.

Alternative Investments: Selection of the Alternative Investment – Advantages of Alternative Investments – Private Equity Investing – Evolution of Venture Capital Industry in India – Hedge Funds – Role of Alternative Assets in a Traditional Portfolio.

International Diversification: Diversification Benefits of International Investments – Hedging Foreign Exchange Risk – International Fixed Income and Equities – Managing a Portfolio of International Assets.

Management of Investment Institutions: Behavioral Style Analysis – Return Based Style Analysis – Comparison of Investment Style – Strategies for Allocating Funds among Different Styles – Risks, Controls and Prudential Issues.

Accounting for Derivatives: Underlying Principles in the New Standard – Terminology used in SFAS-133 – Contracts Not Subject to SFAS-133 – Derivatives that Serve as Impediments to Sales Accounting – Necessary Accounting Entries – Translation of Foreign Currency Transactions.

Financial Planning Process: Utilities of Personal Financial Planning Techniques – The Personal Financial Planning Process – Planning for a Life Time – The Financial Planning Environment – Various Determinants of Personal Income.

Financial Statements and Plans: The Role of Financial Statements in Financial Planning – Time Value of Money – Preparing Personal Balance Sheet and Income and Expense Statement – Using Personal Financial Statements – Ratio Analysis – Preparing a Cash Budget.

Managing Taxes: Basic Concepts of Income Tax – Personal Taxation – The Main Provisions of the Income Tax Act, 1961 – The Main Provisions of the Wealth Tax Act, 1957 – Filing Returns – Permanent Account Number – Tax Planning.

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

Investing in Equities: The Structure of Capital Markets in India and the US – The Structure of Primary and Secondary Markets – The Evolution of the Stock Markets – Mechanism of Trading in the Secondary Market – Basic Terms of Investment Valuation – Portfolio Management Services – Emerging Issues like Online Trading of Stocks.

Retirement Planning: The Basics of Retirement Planning – Sources of Retirement Income – Types of Annuities and Annuity Schemes – Pension Funds.

Estate Planning: Objectives of Estate Planning – Need for Estate Planning – Estate Planning Process – Using Wills for Estate Planning – Using Trusts for Estate Planning.

Part II: Mutual Funds

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

Mutual Funds in India: The Different Types of Mutual Funds – The Players in the Mutual Funds Industry – The Structure of Mutual Funds – Organization and Management Pattern of UTI – Tax Treatment and Benefits – The Role of Mutual Funds in the Financial Market.

Regulation of Mutual Funds: UTI Act, 1963 – The Indian Trust Act, 1882 – Companies Act, 1956 (for a Trust Company) – SEBI (Mutual Funds) Regulation Act, 1996 – Launching of a Scheme – Investments – The Role of the AMFI.

Mutual Fund Prospectus and Balance Sheet: How to Read a Prospectus of a Mutual Fund? – How to Read and Analyze a Balance Sheet of a Mutual Fund.

Investment Strategies of Mutual Funds Investors: How to Evaluate a Mutual Fund? – How to Select Different Mutual Funds Schemes? – Understanding the Nature of Risks Involved in Mutual Funds Investment – Steps to Choose the Right Mutual Funds Scheme.

Marketing and Investment Aspects of Mutual Funds: Marketing Aspects of Mutual Funds – Investment Aspects of Mutual Funds.

Performance of Mutual Funds: Performance of Mutual Funds in the USA – Performance Analysis of Indian Mutual Fund Industry.

Future Scenario of Mutual Funds Industry: Indian Scenario and the Future Perspective.

ELECTIVES IN BANKING

GROUP G

Money & Banking and Credit Management (Max Marks: 100, Duration: 3 Hrs)

PART I: MONEY AND BANKING

Money: Functions and Significance: What is Money? – Money and Near Money – Functions of Money in Modern Economy – Money, Income, Wealth and Finance: A Distinction – Significance of Money in Capitalist Economy.

Inflation and Interest Rate: Meaning and Kinds of Inflation – Consequences of Inflation – Control of Inflation – Functions of the Rate of Interest – Impact of Long-term Rate of Interest on Business Activity.

Financial Intermediation & Evolution of Banks: The Concept of Intermediation – Financial Intermediation in the Indian Context – Banking Operations and the Business of Banks in India – Changes in Role and Functions of Commercial Banks.

Principles of Banking: The Definition of the Banker and Customer – The Relationship between Banker and a Customer – Rights and Obligations of a Bank and Customer – Different Types of Customers for a Bank – The Concept of Bankers Book Evidence Act – Principles of Good Lending for a Bank.

Sources and Uses of Funds in a Bank: A Bank's Balance Sheet – Sources and Uses of Funds in a Bank – A Bank's Profit and Loss Account – Books of Accounts in Banks.

Commercial Banking: Functions of Commercial Banks – Branch Banking – Universal Banking – Investment Policy of Commercial Bank – Bank Credit and Bank Deposits – Credit Creation – Credit Planning in India.

Rural Finance and Rural Banking in India: Sources of Rural Finance – Credit Delivery Mechanism in Rural Finance – Regional Rural Banks (RRBs) – Service Area Approach (SAA).

Emerging Trends in Banking: The Basis for Reforms in the Indian Banking Sector – The Regulatory Reforms in the Banking Sector – The Consequences of Liberalization of the Banking Sector – Innovative Banking Products.

PART II: CREDIT MANAGEMENT

Overview: Lending Activity – Basic Requirements for Lending.

Credit Policy in Banks: Need for Credit Policy – Components of Credit Policy – Credit Policy Pursued by the Government – Credit Culture.

Prudential Norms: Capital Adequacy of Banks – Prudential Norms – Capital Tiers.

Principles and Objectives of Credit Management: Principles of Lending – Evaluation of Borrower – The 6 Cs – Objectives of Credit Management – Credit Allocation – Credit Evaluation – Credit Discipline – Credit Monitoring.

Types of Borrowers: Various Categories – Features of a Company as a Borrower – Special Types of Customers.

Credit Deployment: Role of Bank Credit – Bank Credit in Indian Scenario – Types of Credit – Bank Credit for Various Sectors – Credit Deployment Scenario – Post Financial Sector Reforms ERA.

Documentation: Importance of Documentation – Scrutiny of Documents – Renewal of Documents – Security Offered for Loans.

Regulatory Framework: Government Regulation of Banks – Institutional Structure – Need for Statutory Reserves – Cash Reserve Ratio (CRR) – Statutory Liquidity Ratio (SLR).

Credit Monitoring: Basic Elements of Credit Monitoring – Financial Supervision – Financial Follow-up – Financial Follow-up Reports – Physical Follow-up.

Follow-up and Recovery Management: Credit Risk – Identifying Problem Loans – Loan Classification – Contingent Risk.

Debt Recovery Tribunals: Origin and Object of the Act – The Functioning of Debt Recovery Tribunal – Modes of Recovery – Jurisdiction, Powers and Authority of Tribunals – Jurisdiction of Civil Court, High Court and Supreme Court – Authority of Debt Recovery Tribunal – Procedure and Powers of DRT and DRAT – Overriding Effect of the Act on the Other Acts – Significance of the Overriding Provision.

Securitization Act: Securitization Company – Functions of Assets Reconstruction Company – Appeal to the Appellate Tribunal – Powers of Central Registry.

Current Developments

Central Banking & Commercial Banking (Max Marks: 100, Duration: 3 Hrs)

PART I: CENTRAL BANKING

Overview: Concept of Central Banking – Institutional Growth of Central Banking – The Changing Face of Central Banking.

Role of Central Banks: Determination of Goals – Inflation Targeting – Exchange Rate Targeting – Money Supply Targeting – Money-Growth Targeting – Viable Alternatives to Central Bank – Central Banking in India.

Policy Framework for RBI: Organizational Framework – Operational Framework – Role as a Central Banker – Promotional Role of RBI – Regulatory Role of RBI.

RBI and Monetary Policy: Macroeconomic Policies: Objectives – What is a Monetary Policy? – Goals, Targets and Instruments – Monetary Policy in India.

Regulation and Supervision: Need for Regulation and Supervision – Banking Regulation Act, 1949 – Banking Regulation and Supervision – Functions of the Department of Supervisory – Regulations Review Authority – Unified Regulator v/s Multiple Regulators.

RBI – On-site Inspection and Off-site Monitoring and Surveillance: The Core Principles for Effective Supervision – On-site Examination – Off-site Surveillance – On-site Inspection and Off-site Monitoring in India – Off-site Monitoring in Different Countries – Computerized Off-site Monitoring and Surveillance (OSMOS).

Central Banks in Other Countries: Federal Reserve System – Bank of England – The European Central Banking.

Bank for International Settlements: Organization of BIS – Role Played by BIS – Formation of Various Committees and Groups – Basle I and Basle II – Other Services Rendered by BIS.

Review of RBI Balance Sheet: Profit and Loss Account of RBI – Income – Expenditure – Balance Sheet of RBI – Assets – Liabilities.

Credit Information Bureau: The Need for Credit Information – Credit Information Bureau – Its Functions – Credit Information Bureau of (India) Ltd. (CIBIL).

Central Banking in Cyber World: E-Banking – E-Money – IT-induced Changes and Monetary Policy – E-Payments – Risks in the New IT ERA – Impact of IT- induced Globalization on Central Banks.

PART II: COMMERCIAL BANKING

Commercial Banking: Overview: The Indian Banking System – Commercial Banking in India – Functions of a Commercial Bank – Challenges and Trends in Banking – Banking in the New Millennium – CRM in Banks.

Banker-Customer Relationship: Relationship between a Banker and a Customer – Rights of a Bank – Rights of a Customer – Termination of Relationship.

Retail Banking: Retail Banking Scenario – Retail Banking in India – Types of Consumer Loans – Evaluating Consumer Loans – Credit Analysis – Credit Scoring – Limitations of Credit Scoring.

Deposit Products in India and Abroad: Types of Deposits – Interest Rates on Various Deposits – Composition of Bank Deposits.

Managing and Pricing Deposit Services: Pricing Policy – Deposit Pricing Matrix – Components of Pricing Decision – Profitability and Deposit Pricing – Deposit Pricing Strategies – Other Pricing Issues.

Managing Float Through Liabilities: Relationship between Cash and Liquidity Requirements – The Payment System – Clearing Services – Development of Liquidity Strategies – Liquidity vs Profitability – Traditional Measures of Liquidity – Liquidity Management.

Fee-Based Services: Letters of Credit – Bank Guarantees – Subsidiary Services – Off-Balance Sheet Activities.

Corporate Banking: The Nature of Corporate Banking – Developments in Corporate Banking – Consortium Finance – Multiple Banking Arrangements – Loan Syndication – The Syndication Process.

General Appraisal Criteria: Types of Credit – Credit Appraisal – Principles of Good Lending – The Credit Culture.

Credit Assessment – Non-Fund Based Limits: Letters of Credit – Bank Guarantees – Types of Bank Guarantees.

Credit Assessment: Fund Based Term and Working Capital Finance: Credit Analysis – The Credit Process – Term Loan Assessment – Capital Budgeting – Break-even Analysis – Working Capital Finance.

Financing International Projects: Project Exports – Working Group – Role of EXIM Bank in Project Exports – Role of ECGC in Project Exports – Risks in Project Export Business.

Loan Pricing: Loan Pricing – Objectives of Loan Pricing – Loan Pricing Methodology – Loan Pricing and Risk Management.

Credit Disbursal and Monitoring: Credit Administration – Documentation – Credit Rating – Post-Sanction Supervision – Tools for Credit Monitoring – Loan System and Delivery of Credit – Non-performing Loans – Credit Risk Rating Models in Banks.

GROUP H

Treasury Management & Risk Management in Banks (Max Marks: 100, Duration: 3 Hrs)

TREASURY MANAGEMENT

Scope and Functions of Treasury Management: What is Treasury Management? – Structure and Organization of Treasury Management – Role of CFO – Functions of Treasurer and Controller – Responsibilities of Treasurer.

Time Value of Money: What Time Value of Money Means? – Why Money has Time Value? – Process of Compounding – Process of Discounting – Future Value of a Single Flow – Future Value of Multiple Flows – Future Value of Annuity – Present Value of a Single Flow – Present Value of Uneven Multiple Flows – Present Value of Annuity.

Risk and Return: The Concepts of Risk and Return – The Components of Return – Measurement of Rate of Return – The Relation between Risk and Expected Rate of Return – Sources of Risk – Risk in a Portfolio Context – Diversification, Diversifiable and Non-diversifiable Risk, Measurement of Non-diversifiable Risk – Capital Asset Pricing Model.

Financial Markets and Instruments: Financial System and Financial Markets: Financial System – Constituents of a Financial System – Financial Markets – Financial Intermediary.

Money Market Instruments – Money Market – Call Money – Treasury Bills – Certificates of Deposit (CDs) – Repurchase Agreements (REPOs)

Funds Management in Banks: Cash and Liquidity Management – Reserves Management – Investment Portfolio Management – Transfer Pricing – Asset-Liability Management – Forex Management.

Valuation of Securities: Valuation of Bond – Bond Price Movements – Equity Valuation: Dividend Capitalization Approach – Equity Valuation: Ratio Approach.

Liquidity Management: ALM Information Systems – ALM Organization – Liquidity Risk Management – Currency Risk Management – Interest Rate Risk (IRR) Management.

Integrated Treasury Operations: Integrated Treasury – Organizational Structure of Treasury – Operations of Treasury – Dealing and Settlement Procedures.

Investment Decisions in Banks: Investment Portfolio of Banks – Investment Management – Components of Bank's Investment Policy – Valuation of Investment Portfolio.

Internal Treasury Controls: Structure and Organization of Treasury – Accounting and Control – Various Measures of Controls – Insights into Information Systems and Reporting Standards – Measuring Treasury Performance.

Managing Bankruptcy: Definition of Bankruptcy – Factors Leading to Bankruptcy – Symptoms of Bankruptcy – Bankruptcy Costs – Bankruptcy Prediction Models – Case Study–Barings.

RISK MANAGEMENT IN BANKS

Introduction to Risk Management: What Risk is All About – Basic Purpose of Risk Management in Banks – The Process of Risk Management – Different Types of Risks in Banks – Overview of Enterprise-wide Risk Management in Banks.

Managing Credit Risk: Drivers of Credit Risk – Credit Rating – Capital Adequacy Requirements – BIS Risk-Based Capital Requirement Framework – Traditional Measurement Approaches – Different Models of Credit Risk.

Managing Market Risk in Banks: Risk and Sources of Risk – Measuring Risk and Value-at-Risk (VaR) – Approach to VaR – Basel Committee Recommendations – Types of Risk – Indian Scenario.

Managing Interest Rate Risk: Types of Interest Rate Risks – Gap Methodology – Duration Analysis.

Managing Foreign Exchange Risk: Nature and Magnitude of Exchange Risk – Tools and Techniques for Managing Forex Risk – Managing the Currency Risk – Futures, Options and Swaps.

Managing Liquidity Risk: Fundamental Approach – Technical Approach – Investment-Borrowing Decisions.

Operational Risk Management: Operational Risk and its Evolution– Major Sources of Operational Risk – Measurement of Operational Risk – Management of Operational Risk.

Risk Management Framework in Banks: Enterprise-wide Risk Management in Banks – Elements of Risk Management Framework – Systematic Risk Management in Banks – Different Measures of Measuring Risks – Involvement of the Management in the Risk Management Framework.

Asset-Liability Management in Banks: Asset-Liability Management Committee (ALCO).

Derivatives in Banks: History of Derivatives – Ongoing Developments – Options – Financial Swaps.

Risk Management Strategies: Operational Risk Management Strategies – Financial Risk Management Strategies – Systemic Risk Management Strategies – Risk Limitation – IT Implementation Challenges.

Enterprise-wide Risk Management in Banks: The Necessity of ERM – The Process of ERM – Measurement of ERM – Transfer Pricing – A Case in ERM.

The New Basel Accord – Implication for Banks: An Overview – Basel II Framework – The Three Pillar Architecture – Organizations Affected by Basel II – Impact of Basel II.

Management of Banking Companies (Max Marks: 100, Duration: 3 Hrs)

Overview: Origin and Evolution of Banking Industry – Structure of Banking Industry – Review of Bank Functioning – International Perspective.

Organization Design: The Organizational Design Process – Design Dimensions – Structural Configurations – Forces Shaping Organizations – Function Based Structure of Banking Companies – McKensey's 7s Framework – Banking Structure in India – Structure of International Banking Organization.

Stakeholders and their Expectations: Principles of Stakeholder Management – Emergence of the Concept – Changes in the Stakeholder Tradition – Managing the Stakeholders' Expectations – Stakeholder Symbiosis – The Special Case of Shareholder Value in Financial Institutions – The Targets and Main Focus of the Shareholder Value and Stakeholder Approaches – The Concept of Customer Satisfaction.

Business Planning by Banks: Organizational Changes – Forces for Change – Types of Change – Planning Exercises in Banks – The Board of Directors and Strategic Management – Manager and Strategy.

Significance of Formulation of Strategy in Banking Company: Problems and Threats for Banking Industry – Strategic Analysis and Choice – Generation of Strategic Alternatives and Choice.

Managing Growth in Banks (Qualitative): The Concept of Quality – Providing Quality Service – Quality Initiatives – Best Practices for Customer-service – Total Quality Management (TQM).

Managing Growth in Banks (Quantitative): The Indian Banking Scenario – Measures for Growth – Financial Ratios – Analysis of Growth – Challenges and Future Growth of Banks.

Performance and Benchmarking: Need for Performance Measurement – Principles of Performance Measurement – Aligning Performance Measures Throughout the Bank – Types of Performance Measures – Performance

Measurement and the Executive Dashboard – Operational Performance Measures – Overcoming Implementation Obstacles and Challenges – Performance Measures and Rewards.

Regulations and Compliance: Need for Regulation and Supervision – Banking Regulation and Supervision – Banking Regulation Act 1949 – Credit Market – Role of RBI – On-site Inspection and Off-site Monitoring in India – Risk Based Supervision – Regulations Review Authority.

Enterprise-wide Risk Management in Banks: The Necessity of ERM – The Process of ERM – Measurement of ERM – Types of Risks – Overview of Risks – Risk Management Function – Rating Policy – Practical Benefits of ERM – Asset-Liability Management and ERM – Requirement of a More Integrated Approach towards Risk Management.

Customer Centric Organization: Customer and Customer Relationship Management (CRM) – Customer Life Cycle – Sales Force Automation – Call Centers – CRM Implementation.

Knowledge Management in Banks: The Importance of Knowledge Management for Banks – Benefits from Knowledge Management – Knowledge Management Programs in Banks – Defining a Knowledge Strategy – Systematic Approach to Knowledge Management – Institutionalization of Whistle-blowing and Installation of Revised MIS.

Corporate Governance in Banks: History of Corporate Governance – Application of Corporate Governance to Banking Sector – Code of Corporate Governance – Basic Steps Taken for Implementation of Corporate Governance – Corporate Governance and Indian Banks.

Leadership Development: Definition and Meaning of Leadership – Role and Functions of a Leader – Importance of Leadership – Leadership Qualities – Leadership Theories – Leadership Styles – Succession Planning.

Entrepreneurship in Banks and Managing Innovation: Entrepreneurship in Banks – Entrepreneurship and Small Business – Features of Entrepreneurship – Managing Innovations – Innovations in Banking – Role of Technology in Innovations – Operative Checks.

Ethics in Banks: Ethics – Information and Ethics in Banking – Commercial Applications of Customer Data – Importance of Trust – Ethical Performance of a Bank.

ELECTIVES IN INSURANCE

GROUP G

Life Insurance and Group & Health Insurance (Max Marks: 100, Duration: 3 Hrs)

LIFE INSURANCE

Basic Concepts of Life Insurance: Modern Concepts of Life Insurance – Three Basic Principles of Life Insurance – Risks to Economic Stability – The Different Methods to Ensure Economic Stability – Types of Claims – Different Economic Uses of Life Insurance – Advantages of Life Insurance.

Personal Financial Planning and Life Insurance: Different Components of Life Cycle – Factors Affecting the Financial Planning of an Individual – Role of Life Insurance in Personal Planning.

Life Insurance Products: The Basic Elements of the Life Insurance Products – Features of Term Insurance – Features of Endowment Assurance – Life Insurance Products available in the Overseas Market – Need for an Annuity Contracts – Different Types of Annuities – Obligations of Insurance Company.

Product Development: Concept for Product – Origin of a New Product – Market Orientation – New Product Development Process – Life Insurance Products.

Services Marketing: Importance of Services – Characteristics of a Service Product – Quality of Service – Productivity – Marketing Channels – Bancassurance – e-Insurance.

Life Insurance Premium Setting: Factors that Affect Premium – Morality Statistics – Methods of Providing Life Insurance Protection – Valuation – Surplus and its Distribution.

Risk Assessment and Underwriting: Concept of Underwriting – Different Classes of Lives and the Standard for Classification of Risks – Important Factors to Assess the Insurability of an Individual – Sources of Information for Underwriting – Classification of the Underwriting Process – Measures to be Considered for the Sub-standard Lives.

Legal Framework: Essentials of a Valid Contract – Special Features of Life Insurance Contract – Essentials of Insurable Interest – Utmost Good Faith – Representation/Warranty/Indemnity – Policy Document – Agency.

Life Insurance Policy Servicing: Maintenance of Records – Premium Payments – Alterations/Loans – Duplicate Policy – Other Services.

Claims Management: Operative Clauses of the Policy – Maturity Claims – Death Claims – Nomination/Assignment – Married Women's Property Act – Accident and Disability Benefit.

IT Applications: Evolution of Policy Bond – Application of IT.

GROUP AND HEALTH INSURANCE

Principles of Health Insurance: Economic Security and the Need for Health Insurance – Economic Value of Human Life – Meaning and Types of Health Insurance – Importance of Health Insurance – Principles of Health Insurance.

Health Insurance Products: Introduction to Health Insurance – Types of Health Insurance – An Overview of Global Health Insurance Market – Medicare Plans of the USA – Health Insurance in India – Various Plans – Health Insurance in India – The Future Scenario.

Group Insurance Products: Evolution of the Concept of Group Insurance – Eligible Groups for Group Insurance Coverage – Different Kinds of Group Health Insurance Providers and the Benefits Offered – Group Health Insurance Coverages – Cafeteria Plans – Group Disability Plans – Group Insurance in the Indian Context.

Social Security: The Concept of Social Security – Social Security – Indian Perspective.

Product Design, Development and Evaluation: The Intricacies of Designing a New Product – Design Clarification – Implementation Process – Evaluation of the Products.

Risk Assessment, Underwriting and Premium Setting: The Meaning and Importance of Underwriting – Profitability of Insurance Company and Underwriting – Sources of Information Concerning Health Insurance – Risk Identification and Classification – Factors Affecting Underwriting in Health Insurance – Factors Affecting Underwriting in Group Insurance – Pricing of Health Insurance – Gross Premiums – Annual Claim Costs – Profitability Measures.

Claims Management and Third Party Administration: The Contractual Obligations of Insured and Insurer under the Policy – Claims Handling Procedures – Claims Settlement – Third Party Administration.

Marketing and Servicing: Elements of Insurance Marketing – Distribution Channels in Insurance – Marketing in Group Insurance – Marketing Intermediary Compensation – Insurance Marketing Scenario in India – Customer Relationship Management.

Legal Framework and Documentation: Moral Hazard and its Implications – Contractual Provisions of Health Insurance – Contractual Provisions of Disability Insurance – Contents of Policy Documents – Redressal Mechanism against Consumer Grievances.

General Insurance: Personal & Commercial (Max Marks: 100, Duration: 3 Hrs)

GENERAL INSURANCE: PERSONAL

Principles of General Insurance: The Role of Insurance and Financial Security – Classification of Risks – The Role of Financial System and Insurance – Risk Management and Insurance – An Overview of the Insurance System – Principles of Insurance – Personal Lines and Commercial Lines of Insurance.

Personal Policies: Family Risk Management – Personal Accident Insurance – Insurance Cover for Specific Groups – Health Insurance – Critical Illness Insurance – Travel Insurance.

Insurance of Property and Liability: Principles of Property Insurance – Fire Insurance – Package Policies – Motor Insurance – Liability Insurance – Workmen's Compensation Policy.

Risk Assessment, Underwriting and Rate Making: Need for Risk Assessment – Tariff Rating – Classifications of Hazards – Underwriting of Physical Hazards – Underwriting of Moral Hazards – Underwriting of Different Hazards.

Product Design, Development and Evaluation: The Role of Regulation – Other Factors in Product Development – Product Design, Development and Evaluation – New Products – Problems in Product Development.

Legal Framework and Documentation: Essentials of Insurance Contract – Insurance Contract and Legal Framework – Elements of Insurance Contracts – Women's Compensation Act, 1923 – Motor Vehicle Act, 1939 – Public Liability Act, 1991 – Documentation.

GENERAL INSURANCE: COMMERCIAL

Introduction to Commercial General Insurance: Origin of General Insurance in India – Formation of General Insurance Corporation of India – Current Industry Scenario.

Fire Insurance: Origin and Scope of Fire Insurance – Application of Basic Principles of Insurance – Standard Fire Policy – Express Conditions and Warranties of Policy – All India Fire Tariff – Industrial all Risks Insurance Policy – Mortgage Clause – Concept of Other Insurance, Contribution and Co-insurance – Fire Hazards and its Prevention.

Motor Insurance: Significance of Motor Insurance – The Principles Underlying the Motor Insurance Policy – Different Types of Motor Vehicles, Policies and the Risks Covered – Factors for Rating – Underwriting and Claims Process.

Aviation Insurance: Scope & Nature of Aviation Insurance – Development of Aviation Insurance – Aviation Insurance Market and Risk Placing – Major Clauses of Aviation Insurance Business – Aviation Products Liability – Clauses used in the Aviation Market – Risk Management in the Aviation Context – Underwriting Considerations.

Engineering Insurance: Application of Basic Principles of Insurance – Erection All Risks Policy – Marine cum Erection Policy – Advance Loss of Profit (Delay in Start-up Insurance) – Machinery Insurance Policy – Electronic Equipment Insurance.

Agriculture Insurance: The Need for Agricultural Insurance – Crop Insurance – Particulars of National Crop Insurance Scheme – Outlook for Crop Insurance in India – Significance of Cattle Insurance – Other Rural Insurance Schemes.

Marine Insurance: Marine Insurance, its Significance and Market – Fundamental Principles of Marine Insurance – Classification of Marine Insurance Policies – Contract of Marine Insurance – Marine Cargo Policy – Inland Transit Clauses – Marine Losses.

Credit Risk Insurance: Need for Credit Insurance – Benefits and Limitations – Types of Credit Insurance – Basic Factors Safeguarding a Credit Insurer – Credit Exposures – Export Credit Insurance – Underwriting Factors.

Liability Insurance: Historical Background – Basic Legal Principles and Law of Tort – Types of Liability Policies.

Surety, Bonding Insurance: Surety and Contract of Suretyship – Types Surety of Bonds – Fidelity Guarantee – Different Types of Policies – Underwriting and Rating Considerations – Forgery Bonds.

Workmen's Compensation Insurance: Workmen's Compensation Act, 1923 – Workmen's Compensation Insurance Policy – Functions of Workmen's

Compensation Insurance – Tariff Regulations for the Policy – Rating Process – Self Insurance.

Miscellaneous Insurances: Bankers Blanket Policy – Purpose of Burglary Insurance – Money Insurance and Significance.

Risk Assessment, Underwriting and Rate Making: Risk Management in Insurance – Risk Assessment and the Methods Adopted – Underwriting and its Objectives – Rate Making and the Underlying Principles.

GROUP H

Insurance Management - I (Max Marks: 100, Duration: 3 Hrs)

UNDERWRITING MANAGEMENT

Fundamentals of Underwriting: The Underwriting Process – The Role of the Underwriter – Underwriting Activities – Need for Underwriting.

Establishing Underwriting Policy for Insurance Products: Establishment of Underwriting Policy Criteria – Policy Clauses – Excesses, Deductibles, Loadings and Incentives – Internal and External Constraints on Underwriting Policy – Risk Assessment.

Underwriting Information: Information Necessary for Underwriting – Determining how much Information to Gather – Initial Sources of Underwriting Information – Additional Sources of Underwriting Information.

Underwriting and Business Types: Types of Business Ownership – Who Should be an Insured? – Underwriting the Management of the Organization – Underwriting and Employment Relationships – Underwriting and the Insured's Business Category – Underwriting and Financial Analysis – Financial Statement Analysis – The Balance Sheet – Ratio Analysis.

Pricing the Insurance Product: Mathematical Basis for Insurance Pricing – Regulatory Objectives – Risk Premium – Estimating the Risk Premium – Prospective Risk Analysis – Principles and Use of Retrospective Rating –

Effects of Change in Political, Environmental, Social, Technological, Legal and Economic Conditions.

Perils and Clauses of Insurance Policies: Meaning of Peril – Components of an Insurance Policy – Named Perils vs All Risk Agreements – Common Policy Conditions – Clauses Limiting Amounts Payable.

Underwriting in Life Insurance: Concept of Underwriting – Different Classes of Lives and the Standard for Classification of Risks – Factors of Insurability – Sources of Information for Underwriting – Classification of the Underwriting Process – Methods of Rating Sub-Standard Lives.

Underwriting in General Insurance – I (Fire and Marine): Underwriting of Fire Insurance – Fire Tariff Rules and Regulations – Standard Fire and Special Perils Policies – Fire Add on Covers – Fire Special Policies and Clauses – Fire Rating – Marine Underwriting – Cargo Insurance Coverages – Marine Duration – Cargo Underwriting – Hull Insurance.

Underwriting in General Insurance – II (Motor, Engineering, Aviation and Miscellaneous): Underwriting of Motor Insurance – Underwriting of Engineering Insurance – The Underwriting Factors – Aviation Insurance – Underwriting Considerations – The Methods of Rating – Factors Governing Rate.

Implementation of Operational Controls: Concept of Underwriting Authority – Auditing – Training

CLAIMS MANAGEMENT

Concept of Claims: Concept of Claims – Claims and Loss Assessment – Damages and Losses.

Classification of Claims: Classification of Insurance Claims – Classification of Claims-based on the Interests of Parties – Classification of Claims-based on Time Span of Politics.

Essential Elements of Claims: Insurance Contracts and Parties – Nature of Claims Payment – Essential Elements of Claims – Claims Management and Claims Handling.

Claims Procedure and Claimant: Notice of Event – Evidence of Loss – Multiple Claims and Reciprocal Claims.

Claims Procedure and Insurer: Claim Process and Insurer – Preliminary Investigation and Decision-making – Appointment of Loss Assessors and Surveyors – Role of Agent in Claims Settlements – Claims Payments – Payment of Claims in Courts – Rejection of Claims.

Claims Settlements: Claim Settlements – Delays in Claims Settlements – Claims and Underwriting of Policies – Frauds and Misrepresentations in Claims.

Marine Insurance Claims: Marine Insurance: Nature and Risks Covered – Types of Marine Insurance Policies – Assignment of Policies and Claims – Loss and Assessment in Claims Settlements – Payment of Charges and Expenses – Claims Settlement.

Fire Insurance Claims: Fire and Risk – Elements of Fire Insurance – Special Doctrines – Types of Policies and Losses Covered in Fire Insurance – Claims Disputes and Procedure – Settlements and Payments.

Public Liability and Motor Vehicle Insurances Claims: Public Liability Insurance – Settlement of Claims under Motor Vehicle Insurance – Legal Representatives – Transfer of Vehicle and Insurance Certificate – Compensation under the Motor Vehicle Insurance – Claims under Motor Vehicle Insurance – Claims Tribunal and Compensation.

Claims in Life Insurance Policies: Concepts of Life Insurance and Claims – Payment of Claims – Disputes in Life Insurances Claims – Proof of Age and Death – Settlement of Claims.

Claims under Social Insurances: Concept of Social Insurance – Events Covered under Social Insurance – Crop Insurance – Miscellaneous Insurance – Catastrophe Claims – Claims Fund and Claims Payment – The Role of Government in Claims Settlement.

Claims Disputes and Settlements: Claims Disputes – Types of Disputes – Conflict of Interests – Dispute Resolutions – Alternative Dispute Resolutions.

Arbitration and Claims Tribunals: Powers of Arbitral Tribunals and Claims Settlement – Procedure of Arbitration – Settlement – Arbitral Award – Appeals – Appointment and Constitution of Tribunal – Powers of Claims Tribunal – Powers of the State Government to make Rules.

IRDA and Insurance Ombudsman: Powers of IRDA in Claims Management – Role of Central Government in Claims Settlement – Appointment of Insurance Ombudsman – Ombudsman and the Insured – Ombudsman and the Insurer.

Insurance Management - II (Max Marks: 100, Duration: 3 Hrs)

REINSURANCE

Principles of Reinsurance: Concept of Reinsurance – History of Reinsurance – Development and Types of Reinsurance – Basics of Valid Reinsurance Contract – What the Parties Gain from Reinsurance Contract – Functions of Reinsurance – Concept of Retrocession.

Types of Reinsurance: Proportional Reinsurance – Non-Proportional Reinsurance – Facultative Reinsurance – Treaty Reinsurance.

Property and Casualty Reinsurance: Kinds of Risks in Property Reinsurance – Property Reinsurance – Underwriting Considerations – Casualty Reinsurance – Co-insurance.

Marine Reinsurance: Purpose of Marine Reinsurance – Marine Cargo Reinsurance – Marine Hull Reinsurance – Marine Reinsurance Program in India – Maritime Frauds.

Aviation Reinsurance: Classification of Aviation Insurance – Types of Aviation Reinsurance – Underwriting of Marine and Aviation Reinsurance – Premium Reserves.

Reinsurance Accounting and Financials: Purpose of Accounting – Main Types of Reinsurance Arrangements – Concept of Cash Flow.

Reinsurance Underwriting: Factors that Affect Reinsurance Business – Underwriting Policy – Underwriting Limits – Underwriting Management – Underwriting Guidelines – Life Reassurance – Reinsurance Pricing.

Claims Management: Corporate Claims Philosophy – Claim Notification – Claims Reporting and Claim Reserving – Duties of Cedent and Reinsurer – Claim Developmental Analysis – Over-Payment of Claims – Auditing.

Legal Principles – Reinsurance: Reinsurance as a Contract – Arbitration – Mediation – Regulatory Reinsurance Terms – Additional Clauses – Regulating Certain Kinds of Contracts.

Organization and Operations: Meaning and Types of Cession – Ceding and Assuming Reinsurance – Structures of Reinsurance – Record Keeping Concepts of Reinsurance – Types of Reinsurers – Design and Arrangement of Reinsurance Program.

Reinsurance Markets: Features of a Successful Reinsurance Market – Various Global Reinsurance Markets – The Indian Reinsurance Market – Role of Captives – Inward Reinsurance.

INSURANCE OPERATIONS

Overview of Insurance Operations: The Field of Insurance – Types of Insurers – Insurer Organizations – Risk Transfer Process – Objectives of Insurers – Constraints on Achieving Objectives – Measurement of Insurer Performance – Principal Functions of an Insurer – Interdependence among Functions.

Marketing in Insurance Operations: The Property-Liability Insurance Product – Role of Marketing in Property-Liability Insurance – Key Marketing Decisions – Marketing Objectives, Strategies and Plans – Marketing Functions – Functional Interdependence – Special Constraints on Property-Liability Insurance Marketing.

Distribution Systems: Insurance Market Intermediaries – Types of Insurance Distribution Systems – Market Distribution System Management – Functions of Insurance Agents – Distribution System Decisions.

Loss Control and Premium Auditing: Loss Control – Premium Auditing – Organization of the Premium Auditing Function.

Ratemaking Principles: Actuarial Services – Principles of Ratemaking – Rate Regulation.

The Ratemaking Process: Development of Ratemaking Data – Comparison of Ratemaking Methods – Other Lines of Insurance – Rate Filing.

Insurer Financial Management: Loss Reserve Analysis and Verification – Planning – Analysis of Reinsurance Requirement – The Evaluation of Insurers.

Claims Adjusting: The Claims Adjusting Process – Source of Liability.

Property Claims Adjusting: General Issues in Property Claims Adjusting – Challenges Facing Specific Types of Property Claims.

Liability Claims Adjusting: General Issues in Liability Claims – Challenges Facing Specific Types of Liability Claims.

ELECTIVES IN INTERNATIONAL BUSINESS

GROUP G

International Business Environment (Max Marks: 100, Duration: 3 Hrs)

An Overview of the Global Business Environment Understanding Globalization; The Global Business Environment & its Components; Social Environment; Cultural Environment; Political Environment; Economic Environment; Legal Environment; Regulatory Environment; Technological Environment; Tax Environment; Impact of Globalization on Business.

Process of Globalization Historical Perspective of Globalization; Need to Globalize; The Stages of Development of a Transnational Corporation; Challenges of Globalization; The Metanational Corporation.

Economic Environment Classification of Economies; Economic Indicators; Economic Integration.

Political Environment Types of Political Systems; Political Risk; Factors that Contribute to Political Risk; Analysis of Political Risk; Management of Political Risk.

Political Environment in Emerging Countries Political Environment in China; Political Environment in India; Political Environment in Brazil; Political Environment in Russia.

Political Environment in Developed Countries Political Environment in the United States of America; Political Environment in Japan; Political Environment in the Federal Republic of Germany (FRG) ; Political Environment in France; Political Environment in the UK; Political Environment in Canada; Political Environment in Italy; Political Environment in Australia.

Social Environment Society; Family; Demographic Issues; Global Environment Policy and Management Issues.

Cultural Environment Understanding Culture; Characteristic of Culture; Hofstede's Model; Influence of Culture on Consumption; Influence of Culture on Thinking Process; Influence of Culture on Communication Process; Managing Cross-Cultural Differences; Locating Relevant Cultural Information; Culture Shock

Social and Cultural Environment in Developing Countries Social and Cultural Environment in China; Social and Cultural Environment in Brazil; Social and Cultural Environment in Russia; Social and Cultural Environment in India.

Social and Cultural Environment in Developed Countries Social and Cultural Environment in the United States; Social and Cultural Environment in Japan; Social and Cultural Environment in Germany; Social and Cultural Environment In France; Social and Cultural Environment in the UK; Social

and Cultural Environment in Canada; Social and Cultural Environment in Italy; Social and Cultural Environment in Australia.

An Overview of Technology Definition of Technology; The Choice of Technologies to Develop; Technology Development; Technology Transfer; Impact of Information Technology on Organizations.

Influence of the Internet on Business Description of Internet & Internet Tools; Vague Market Signals; Benefiting from Internet Channel; Internet, Infomediaries, Innomediaries; Industry Structure in the Age of the Internet; No First Mover Advantages.

Regulatory Environment Purpose of Regulation; Employment and Labor Laws; Discrimination in Employment; Environment and Pollution Control; Intellectual Property Rights; Regulations Related to Product Promotion in Different Countries; Securities Regulation in Different Countries; Anti-trust Law in the US; Regulatory Environment in Europe.

Tax Environment The Purpose of Taxation; Types of Taxation; Double Taxation; Taxation in Times of E-commerce.

Legal Environment Tariffs; Non-tariff Barriers; Trade in Textiles and the MFA ; Anti-dumping Laws; Foreign Investment Regulations; Litigation and Dispute Settlement; Cyber Laws; INCO Terms.

International Management –I (Max Marks: 100, Duration: 3 Hrs)

SECTION I: INTERNATIONAL FINANCE

Part I: International Economics

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

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

International Trade Finance in India: Import Financing, Letters of Credit, Export Financing, EXIM Bank, Exchange Control Regulations Related to Merchant Transactions.

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

Part II: Global Financial System

International Monetary System: Exchange Rate Mechanisms, History of Monetary Systems – Gold Standard, Gold Exchange Standard, Bretton Woods System, Post Bretton Woods System, European Monetary System, Recent Developments.

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

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

Exchange Rate Forecasting: Forward Rate as a Predictor of Future Spot Rates, The Demand-Supply Approach, The Monetary Approach, The Asset

Approach, Portfolio Balance Approach, News as a Determinant, Technical Analysis.

Part III: Exchange Risk Management

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

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

Part IV: International Projects

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

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

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

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

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

SECTION II: INTERNATIONAL TRADE

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

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

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

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

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

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

Import Finance and Exchange Regulations: Classification, Imports under Foreign Credits/Loans-Postal Imports-Other Exchange Control Regulations-Merchanting Trade, Forward Exchange Contracts for Imports, Types of L/Cs, Mechanics of an L/C, Import Letters of Credit- Requirements for Opening an Import Letter of Credit, Operational Features of an Import L/C,

Documentation Formalities, Scrutiny of Documents Required under an Import L/C, Other Relevant Guidelines, Role of Customs/C&F agents, Reporting System.

Current Developments

GROUP H

International Management –II (Max Marks: 100, Duration: 3 Hrs)

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 (Max Marks: 100, Duration: 3 Hrs)

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

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

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

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

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

Organizational Structure of MNCs***Defining Organizational Structure; Vertical Differentiation; Horizontal Differentiation; Network Structure.***

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

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

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

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

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

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

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

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

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

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

ELECTIVES IN FINANCE

GROUP G

Securities Analysis (Max Marks: 100, Duration: 3 Hrs)

Investment Scenario: Concept of Investment – Investment Objectives and Constraints – Investment Classification – Financial Markets – Real Investment Avenues.

Risk and Return: Concept of Risk and Return – Reduction of Risk through Diversification – Quantifying Portfolio Risk and Return – Measurement of Risk in Portfolio Context – Security Market Lines and its Applications.

Stock Market in India: Markets and their Features – Development of Securities Markets in India – Regulation of Securities Markets – Stock Issuing Market (Primary Market) – Secondary Market – Trading and Settlement – Clearing and Settlement Procedure.

Security Market Indicators: Utility of Security Market Indices – Construction of Security Market Indices – Types of Security Market Indices in India – Limitations of Various Indices.

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

Fundamental Analysis: Objectives and Beliefs of Fundamental Analysis – Framework for Fundamental Analysis – Concept of Intrinsic Value – Economic Forecasting Methods – Industry Analysis – Key Characteristics in an Industry Analysis – Industry Life Cycle – Business Cycle Analysis – Structural Analysis – Company Analysis.

Impact of Changes in Accounting Policies: Changes in Accounting Policies – Depreciation – Valuation of Fixed Assets – Foreign Exchange Transactions – Amortization of Preliminary and other Expenses – R&D Expenditure – Valuation of Inventory – Treatment of Gratuity – Lease Accounting.

Equity Stock Valuation Models: Valuation Methods – Measures of Relative Value – Free Cash Flow Model to Equity Model – Quantitative Analysis – Value Added Concept – Evaluation of Security Analysis

Bond Valuation: Strategic Role of Bonds: An Investor's Point of View – Bond Terminology – Types of Bonds – Value of a Bond – Bond Returns – Assumptions Underlying YTM – Bond Price Theorems – Accrued Interest – Riskiness of Bonds – Determining the Interest Rates – Forecasting Interest Rate Trends – Term Structure of Interest Rates – Interest Rate Risk and Duration – Bond Price Volatility – Immunization – Analysis of Deep Discount Bonds – Analysis of Convertible Bonds – Analysis of Tax-Sheltered Fixed Investment Avenues.

Efficient Market Hypothesis: Concept of Efficiency of the Stock Markets – Forms of EMH – Empirical Tests of EMH in the Indian Market – Description of Tests of EMH.

Technical Analysis: Concept of Technical Analysis – The Dow Theory – Types of Charts – Price Patterns – Trend Lines – Trend Channels – Support and Resistance Levels – Relative Strength Analysis – Moving Averages – Breadth of the Market – Volume – Momentum – Advanced Technical Tools – The Confidence Index – Contrary Opinion Theories – Oscillators – Stochastics – Elliott Wave Theory – Academic Perspective of Technical Analysis.

Futures: Forward Contracts – Futures Contract – Interpretation of Futures Price Quotations – Trading Mechanism of Futures – Basis and Spread – Hedging with Futures – Clearing and Settlement of Futures – Interest Rate Derivatives in India.

Options: What Options Mean? – Options Terminology – Pay-off from Options – Trading Process – Options Market in India – Settlement of Options Contracts.

Warrants and Convertibles: Bonds with Warrants – Convertible Bonds – Callable Bonds – Floating Rate Notes – Dual Currency Bonds – Equity Index-linked Notes – Commodity-linked Bull and Bear Bonds – Swap-Linked Notes.

Real Assets: Real Assets – Appraisal of Real Assets – Approaches to Estimate the Market Value – Methods to Calculate the Capitalization Rate – Subjective Factors Affecting the Value of Real Estate.

Mutual Funds: The Concept and Objectives of a Mutual Fund – Types of Mutual Funds – Advantages of Mutual Funds – Mutual Fund Services – Organization and Management of Mutual Funds – The Mutual Fund Scene in India.

Portfolio Management (Max Marks: 100, Duration: 3 Hrs) Introduction to Portfolio Management (A): Meaning of Investment – Necessity of Investment Policy – Inputs to a Policy Statement – Investment Motives – Risks in Investment – Need for Portfolio Management – The Portfolio Management Process.

Investment Policy (A): Different Types of Investors, their Needs and Weaknesses – Implementing Investment Strategies – Investment Objectives and Constraints of Different Types of Investors – Psychology of Risk – Significance of Behavioral Finance – Individual Investors – Institutional Investors – Drivers of Investment Policies – Setting Objectives for the Institutional Investors – Investment Policies of the Institutional Investors.

Capital Market Expectations (A): Forecasting the Capital Market Environment – Macroeconomic Variables Affecting Capital Market Expectations – Short-Term Forecasting Techniques – Impact of Inflation – Nature of an Effective Forecast.

Asset Allocation: Policies and Procedures (A): Asset Allocation Process – Types of Asset Allocation – Management Style – Different Approaches to Asset Allocation Decision.

Capital Market Theory (A): Markowitz Model and Efficiency Frontier – Evolution of Capital Asset Pricing Model – Dominant Portfolio – Separation Theorem – Capital Market Line – CAPM – Security Market Line – Application of CML and CAPM.

Arbitrage Pricing Theory (A): Arbitrage Pricing Model – Arbitrage Mechanism – Comparison of CAPM and APT – Applications of APT.

Portfolio Analysis (A): Components of Risk and Return – Systematic and Unsystematic Risk – Beta of a Portfolio – Portfolio Diversification – Marginal Productivity of Incremental Assets – Perils of Excessive Diversification.

Optimal Portfolio Selection (A): Concept of Indifference Curves – Efficient Set Theorem – Optimal Portfolio Selection.

Portfolio Revision (A): Need and Importance of Portfolio Revision – Pitfalls to be Avoided in Portfolio Revision – Portfolio Revision Techniques – Practical Problems in Portfolio Revision – Selection and Revision of Equity Portfolios.

Measuring and Evaluating Portfolio Performance (A): Meaning and Importance of Portfolio Performance Measurement – Measures of Return – Buying the Index Approach – Performance Evaluation of the Portfolio Manager – Evaluating Asset Class Managers.

Equity Portfolio Management (A): Efficient Market Hypothesis – Passive vs. Active Management Strategies – Types of Passive Portfolios – Active Management Styles and Strategies – Combining Active and Passive Styles – Factor-Based Approach – Equity Style Management – Book Value/Market Value Ratio.

Fixed Income Portfolio Management (A): Fixed Income Portfolio Management Strategies – Passive Management – Semi-active Management – Active Management – Use of Derivatives in Fixed Income Portfolio Management – International Fixed Income Portfolio Management.

Portfolio Management Using Futures (A): Features of Index Futures Contracts – Pricing of Index Futures Contracts – Stock Index Arbitrage.

Portfolio Management Using Options (A): Generic Terms Used in Options – Factors Influencing Option Prices – Elementary Investment Strategies – Trading Strategies of Options.

GROUP H

Treasury & Forex Management (Max Marks: 100, Duration: 3 Hrs)

PART I: TREASURY MANAGEMENT

Scope and Functions of Treasury Management: What is Treasury Management? – Structure and Organization of Treasury Management – Role of Chief Financial Officer – Functions of Treasurer and Controller – Responsibilities of Treasurer.

Time Value of Money: The Concept of Time Value – Future Value of a Single Flow (lump sum) – Future Value of Multiple Flows – Future Value of Annuity – Present Value of a Single Flow – Present Value of Uneven Multiple Flows – Present Value of Annuity.

Valuation of Securities: Concept of Valuation – Bond Valuation – Bond Value Theorems – Equity Valuation.

Financial Forecasting: Need for Forecasting – Financial Statement Analysis – Ratio Analysis – Funds Flow Analysis.

Short-term Financial Planning: Working Capital Management – Financing Current Assets – Cash Management – Inventory Management – Receivables Management.

Financial Markets and Instruments: Financial Systems and Financial Markets – Money Market Instruments – An Overview of the Capital Markets.

Long-term Funds: Needs and Sources: Sources of Long-term Finance – Theory of Capital Structure – Capital Expenditure Decisions – Dividend Policy.

Leverage: The Concept of Leverage – Measures of Leverage.

Lease Financing: What is Leasing? – Advantages and Disadvantages of Leasing – Return to Lessor and Cost to the Lessee.

Internal Treasury Controls: Accounting and Control – Various Measures of Controls – Information Systems and Reporting – Measuring Treasury Performance – Failure of Controls.

Tax Planning and Treasurer: What is Tax Planning.

Managing Bankruptcy: Factors Leading to Bankruptcy – Symptoms of Bankruptcy – Bankruptcy Costs – Bankruptcy Prediction Models – Case Study – Barings.

Banking Relationships: Services Rendered by Banks – The Indian Banking Services – Selection of Bankers and Lenders – Managing Banking Relationships.

Managing Investor Relationships: Types of Investors – Information needs of the Investment Community – Investor Relations Programs – Dealing with Hostile Press.

PART II: FOREX MANAGEMENT

International Economics and International Finance: International Trade – Theories of International Trade – International Monetary Systems – Balance of Payments.

International Financial Markets and Instruments: Origin of International Markets – International Capital Market Instruments – The Players.

The Foreign Exchange Market: The Structure – Different Types of Quotations – Different Types of Transactions – Forex Dealing Room Operations.

Exchange Rate Determination: Purchasing Power Parity (PPP) – Different Forms of PPP – Reasons for PPP not Holding Good Always.

Financing of International Trade: Documents used in International Trade – Import Financing – Export Financing – The Role of EXIM Bank – Export Credit Guarantee Corporation (ECGC).

Introduction to Derivatives: Financial Futures – Foreign Currency Options – Financial Swaps.

Strategic Financial Management (Max Marks: 100, Duration: 3 Hrs)

Strategic Financial Management: An Overview: Financial and Non-financial Objectives of a Company – Agency Theory – Reasons for Conflicts of Interest – Strategic Financial Planning – Long-term and Short-term Financial Planning in a Company.

Firm's Environment, Governance and Strategy: Business Environment of a Firm – Operational Structure of a Firm – Financial Structure of a Firm.

Valuing Real Assets in the Presence of Risk: Tracking Portfolios and Real Asset Valuation – Different Approaches of Valuing Real Assets.

Allocating Capital and Corporate Strategy: Valuing Strategic Options with the Derivatives – Weighted Average Cost of Capital.

Real Options: Comparing Financial and Real Options – Various Types of Real Options – Applications of Real Options – Drawbacks of Real Options.

Capital Structure: Optimal Financial Leverage – Capital Structure Theories – Capital Structure in Imperfect Market – Bankruptcy Costs and Capital Structure – Agency Costs and the Capital Structure – Financial Signaling through Capital Structure Decisions – Strategic Determinants of the Capital Structure.

Dividend Policy: Dividend Pay-out Models – Strategic Determinants of Dividend Policy – Bonus Issues and Stock Splits – Earnings Distribution through Share Repurchases – Theories of Dividends.

Managerial Incentives: Factors Affecting Managerial Incentives – Separation of Ownership and Control – Factors Influencing Managerial Incentives – Value Based Management.

Decision Support Models: The Modeling Process – Models for Maximizing Shareholder Value.

Financial Statement Analysis: Tools and Techniques in Financial Statement Analysis – Industry and Company Analysis – Ratio Analysis and Performance – Du Pont Analysis – Comparative Analysis.

Financial Distress and Restructuring: Meaning of Bankruptcy – Factors Leading to Bankruptcy – Symptoms of Bankruptcy – Bankruptcy Prediction Models – Effects of Financial Distress – Reorganization of Distressed Firms.

Working Capital Management: Working Capital Leverage – Weighted Operating Cycle – Cash Management Models.

Strategic Cost Management: Value Chain Analysis – Activity Based Costing – Target Costing – Quality Costing – Life Cycle Costing – Product and Project.

Corporate Risk Management: Nature of Risk – Approaches to Risk Management – The Process of Risk Management – Techniques of Risk Management – Risk Management Guidelines.

Risk Management and Corporate Strategy: Modigliani-Miller Theorem – Hedging Choice of the Investor – Motivations Behind Hedging – Hedging and Managerial Incentives – Types of Foreign Exchange Risk Management.

Enterprise Risk Management: Risk Management – Various Types of Risks – Systems and Processes – Implementing ERM.

ELECTIVES IN HUMAN RESOURCE MANAGEMENT

GROUP G

Performance Measurement and Reward Systems (Max Marks: 100, Duration: 3 Hrs)

Introduction Hostility to Traditional Appraisals; Alternative Best Practices; What is New in Performance Management; Meaning of Work; What is Performance; Managing Performance.

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

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

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

Components of Managee Performance & Development Plan Role Description; Performance Standards; Assignments for Systems and Managee Development.

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

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

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

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

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

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

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

Transmuting Learning into Action Defining Organizational Effectiveness; Leadership and Change; Rules of Thumb for Change Agents; Performance Management Skills.

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

Recruitment, Training and Development (Max Marks: 100, Duration: 3 Hrs)

RECRUITMENT

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

Seeking Applicants Recruiting Internally or Externally; Assessing Sources of Recruitment; Making Choices.

Attracting Applicants Planning Adverts; Designing Adverts; Monitoring Results.

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

Interviewing Candidates Making Plans; Starting an Interview; Questions and Answers; Concluding an Interview.

Testing Candidates 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

Starting Work Settling in; Appraising the New Employee.

TRAINING AND DEVELOPMENT

What is Training Assumptions for Prevailing and Alternative Concepts of Training; Action through Training or Action through Force.

Training Strategy Four Strategic Issues; Three Basic Phases; Modalities in Training.

Overview of the Training Process Three Phases in the Training Process; The Learning Spiral for Participants; The Training Process for Participants' Organizations.

Establishing Objectives and Preparing the Partners Organizational Collaboration through Clarifying Needs; Two Dilemmas of Development; Clarifying Individual Motivation for Training; Seven System Functions with Candidates for Training.

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.

Developing Group and the Climate The Social Process: Three Aspects.

Trainers and Training Styles Trainers' Role: Three Hidden Functions; Trainers' Style: Unique, Appropriate, Flexible.

Post Training Support for Improved Performance at Work Redressing Four Common Imbalances in Training Programs; Supporting Innovation at Work.

Evaluation of Training Two Sets of Issues for Evaluation.

The Training System System Goals and Approaches to System Development; Tasks of the Training System.

Training Centers and Like Institutions Consistent Learning Environment for Participants.

Action Research for Better Training Some Questions for Trainers to Study.

GROUP H

Leadership and Change Management (Max Marks: 100, Duration: 3 Hrs)

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.

The Making of a Leader Making of a Leader; Developing Next Generation Leaders; Tying Leadership Development to Organization Goals.

Leading a Learning Organization Learning; The Learning Organization; Leading a Learning Organization.

Coaching Leaders Demystifying Coaching; The Leader as a Coach; Improving as a Coach.

Developing Performing Teams Moving from Command and Control to Teamwork; Understanding Teams and Teamwork; Principles Of Great Teams; Team Size and Skills; Leadership Approaches that Foster Team Performance; Team Learning.

Leadership Succession Leadership Succession: An Overview; Importance of the Right CEO; Insider Vs Outsider for CEO Job; Choosing The Right CEO; Women CEOs.

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.

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.

Strategic Human Resource Management (Max Marks: 100, Duration: 3 Hrs)

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 to Strategy HR's Emerging Role in the Formulation and Implementation of Strategy; Models Integrating Strategy and HR; Economic Indicators of HRM.

HRM and Organizational Strategies HR and Corporate Strategy; HR and Business Strategy; Human Resource Strategy Framework.

Redesigning Work Systems Designing Work Systems; Redesigning Work Systems; Organizational Design Processes; Factors Affecting Design Processes; Organizational Structure; Types of Organizational Structure; Enacting Strategy for Structure; Emerging Issues in Organizational Redesigning.

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

Strategic Issues in Demand Forecasting; Utilization of Demand Forecasting Techniques.

Strategic Acquisition of Human Resources Strategic Recruitment; Strategic Selection; Strategic Approaches on Staffing; Strategic Issues in Staffing; Impact of Technology on Staffing.

Strategic Implications of Training and Development Overview of Training and Development; Strategic Issues in Training and Development; Use of Technology in Training.

Performance Management and Evaluation Strategic Dimension of Performance Appraisal; Moving from Performance Appraisal to Performance Management; Organizational Appraisal - Balanced Scorecard; Economic Value Added (EVA).

Compensation and Strategic Human Resource Management Objectives of Compensation; Organizational Strategy, Goals and Compensation; Pay Elements; Compensating Individuals; Compensating Groups; Compensating the Chief Executive Officer(CEO); Employee Motivation; Job Evaluation; 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 Business; Level 5 Leadership; Women CEOs; Managing Technological Innovation.

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 Separation; Concept of Downsizing; Areas Affected by Downsizing; Concept of Turnover; Relationship between Downsizing and Outsourcing.

Knowledge Management and Human Resources Characteristics of a Knowledge Organization; Relationship Between Knowledge Management and HR; Importance of Intellectual Capital; Managing Intellectual Capital; Role of the Knowledge Manager.

International Human Resource Management Introduction to International Human Resource Management; Approaches to IHRM; Managing Culture and Diversity; Forces Contributing to Diverse Workforce; Dimensions of Diversity; Diversity Processes; Strategic Issues in Managing a Diverse Workforce; Challenges and Emerging Issues in IHRM.

Mergers and Acquisitions Mergers and Acquisitions; Types of Mergers; Strategic Management of HR during Mergers; Significance of Organizational Culture During Mergers; Role of HR Departments and HR Professionals during 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; HR Outsourcing as a Best Practice; Outsourcing and HR Department; Making the Outsourcing Decision; Outsourcing in the Future; Problems Associated with Outsourcing

Human Resources and Information Technology Impact of IT on HRM; Technologies Affecting HRM; Human Resource Innovations; Conventional HRM to Web Based HRM: Transition; Application Software for Human Resources Practices; Impact of IT on Training and Development; Impact of IT on Labor Relations.

Ethical Issues in Strategic Human Resource Management Core Concepts in Ethics; Gender Differences; Ethics at the Workplace; Ethical Issues in Labor-Management Relations; Manager-Shareholder - Conflict of Interest.

ELECTIVES IN MARKETING

GROUP G

Advertising & Communication (Max Marks: 100, Duration: 3 Hrs)

Marketing Communications: An Overview Marketing Communications; Marketing Communication Mix; Factors Affecting the Marketing Communication Mix; Marketing Communication Process.

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

Modelling for Marketing Communication Evolution of Communication Models; Models of Marketing Communication.

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

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

Advertising Objectives and Planning Advertising Plan; The Briefing Process; The Advertising Production Process.

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

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

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

Mass Media Promotions Newspapers and Advertising; Magazines and Advertising; Radio and Advertising; Television and Advertising.

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

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

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

Public Relations Types of Public Relations; The Process of PR; Measurement and Evaluation of PR Effectiveness; Tools for Measuring PR Effectiveness; Role of Public Relations in Crisis Management.

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

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

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

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

Global Marketing Communications Emergence of International Marketing; International Marketing Environment; Standardization Vs Adaptation

Development of an International Advertising Strategy; Other Promotional Elements in Global Marketing Communications.

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

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

Services Marketing (Max Marks: 100, Duration: 3 Hrs)

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; New Avenues in Services Marketing.

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; Uses of Marketing Research Information; Upward Communication.

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/ Individual Service.

Positioning and Differentiation of Services Definition and Concept of Positioning; Positioning Strategies; Value Chain in Services; Differentiation of Services; 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.

The Marketing Mix Elements Marketing Mix in Traditional Marketing; Inadequacy of Four Ps for Marketing Services; 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; Key Intermediaries in 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; Balancing Marketing and Operations.

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

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.

Supplementary Services Importance of Supplementary Services; Classification of Supplementary Services; Implications of Supplementary Services.

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.

Marketing Planning for Services Marketing Planning Process; Strategic Context; Situation Review; Resource Allocation and Detailed Planning.

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.

Tourism & Travel Services Marketing

Hotel Industry

Major Characteristics of Hotel Industry; Market Segmentation; Marketing Strategy; Marketing Mix; Recent Trends in Hotel Industry; Hotel Industry in India.

Tourism Industry Characteristics of Tourism Industry; The Tourism Marketing Mix; Recent Trends in the Industry; Tourism Industry in India.

Transportation Industry

Characteristics of the Industry; Transportation Marketing Mix; Transportation Industry in India.

Marketing of Financial Services

Banking Industry

Definition of Banking; Market Segmentation in Banking Industry; Marketing Mix of Banking; Recent Trends in Banking.

Insurance Industry

Market Segmentation in Insurance Industry; Marketing Mix for Insurance Industry; Recent Trends in Insurance Marketing.

Mutual Fund Industry

Definition of Mutual Fund; Market Segmentation; Marketing Mix of Mutual Fund Industry; Recent Trends in Mutual Fund Industry.

Portfolio Management

Definition of Portfolio Management; Market Segmentation and Marketing Mix; Recent Trends in Portfolio Management Industry.

Communication and Information Services

Telecom Industry

Characteristics of Telecom Industry; Market Segmentation; Marketing Strategy; Marketing Mix; Recent Trends in Telecom Industry; Future of Telecom Industry in India.

Courier Industry

Characteristics of Courier Industry; Market Segmentation; Marketing Strategy; Marketing Mix; Recent Trends in Courier Industry; Indian Courier Industry.

Media Services Marketing

Broadcasting Services

Media Services and Broadcasting; Consumer Behavior in Response to Broadcasting Services; Market Segmentation in Broadcasting; Marketing Strategy of Broadcasting Firms; Marketing Mix for Broadcasting Services; Recent Trends in Broadcasting; Broadcasting Industry in India.

Entertainment Services

Consumer Behavior in Response to Entertainment Services; Market Segmentation in Entertainment; Marketing Strategy for Entertainment Firms; Marketing Mix for Entertainment Services; Recent Trends in Entertainment; Entertainment Industry in India.

Print Media

Characteristics of Print Industry; Marketing Segmentation; Marketing Strategy; Marketing Mix; Recent Trends; Print Industry in India.

Professional Services Marketing

IT Services

Evolution of IT Services; Market Segmentation; Market Strategy; Marketing Mix; IT Industry in India.

Consultancy Services

Characteristics of Consultancy Services; Market Segmentation and Strategy; Marketing Mix; Challenges before the Indian Consultancy Industry.

Healthcare Services

Market Segmentation of Healthcare Industry; Marketing Strategy; Marketing Mix; Recent Trends in Indian Healthcare Industry.

Advertising Services Evolution of the Advertising Industry; Segmentation and Marketing Strategy of the Industry; Marketing Mix; Advertising Industry in India.

Retailing Industry

Characteristics of Retailing Industry; Marketing Segmentation; Marketing Strategy; Marketing Mix; Recent Trends; Retailing Industry in India.

Marketing of Education Services Classification of Education Services; Market for Educational Service; Characteristics of Education Services and Implications for Marketing; Education and Strategic Marketing; Marketing Mix and Education Service; Technology and its Role in Education; Education in India.

Charities Marketing The Role of Marketing in Charities; Business Functions in Charities Marketing; Management Tasks in Charities Marketing; Marketing Planning and the Marketing Mix; Charity Organizations in India.

GROUP H

International Marketing (Max Marks: 100, Duration: 3 Hrs)

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.

Sales & Distribution Management (Max Marks: 100, Duration: 3 Hrs)

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; Structure of the Book.

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.

International Sales Management Role of the Sales Manager in the International Market; International Sales and Marketing Opportunities; Challenges in International Sales Management; Strategic Issues for International Sales and Marketing; International Sales Techniques; Structures for International Sales Organizations; International Sales Management Practices.

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.

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 Careers.

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.

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.

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

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

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

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; Wholesaling in India; Future of Wholesaling.

Retailing Retailing and its Importance; Evolution of Retailing; Classification of Retailers; Strategic Issues in Retailing; Trends in Retailing; Future of Retailing.

Ethical and Social Issues in Sales & Distribution Management Ethics in Business; What is Corporate Social Responsibility; Evolution of Corporate Social Responsibility; Levels of Social Responsibility; What Influences Ethical Behavior; Management's Ethical Responsibilities.

ELECTIVES IN IT & SYSTEMS GROUP G

Data Warehousing and Data Mining (Max Marks: 100, Duration: 3 Hrs)

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

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

Data Warehouse Design Database Schema and their Types, Partitioning : Types, Strategies and Sizing of Partition, Aggregations, Data Marting - Designing and Costs, Meta Data and its Tools, System Managers, Data Warehouse Process Managers, Load Manager, Query Manager.

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

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

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

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

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

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

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

Software Project Management (Max Marks: 100, Duration: 3 Hrs)

Product and Process: Role of Software - Software characteristics - Applications - Myths - Process, methods and tools - Generic view - Process - M models - Software process models - Classical model (waterfall) - Prototype - RAD - Evolutionary - incremental, spiral, concurrent - Component based development model - Formal methods model - 4 GLs.

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

Software Metrics: Measures - Metrics - Indication, Process metrics - Project metrics - Software measurement - Size oriented and Function oriented metrics - Extended function oriented metrics - Reconciling different metrics

approaches - Metrics for Software quality - Integration of metrics in process - Statistical control - Process control.

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

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

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

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

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

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

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

Technical Metrics: Software quality - MC Calls quality factors - FURPS ISO - 9126 quality factors - Framework for technical metrics - Metrics for analysis

model - Metrics for analysis model - Metrics for source code - Metrics for testing - Metrics for maintenance.

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

Technical Metrics for OO Systems: Distinguishing characteristics of OO metrics - Metrics for OO design model - Class oriented metrics - The MOOD metric suite - Operation oriented metrics - Metrics for OO testing, Metrics for OO projects.

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

GROUP H

E-Business (Max Marks: 100, Duration: 3 Hrs)

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.

Cryptography, Computer Security + Disaster Recovery (Max Marks: 100, Duration: 3 Hrs)

Introduction to Communication Security: Security Attacks and Security Services, A Model for Internetwork Security.

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

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

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

System Security: Intruder, Virus & Worm, Firewalls – Design Principles, Trusted Systems

Disaster Recovery Planning: Business Continuity Planning (BCP) Concepts, Impact of Disaster and importance of BCP, From Disaster Recovery to Business Continuity, Business Continuity for IT services, Tools and Technologies for BCP, Planning, Testing & Managing, Disaster Recovery Strategies, Strategic approaches for BCP, Network Strategy, Data Center Protection, Services Strategy, High Availability Solution, Case Studies.

ELECTIVES IN GENERAL MANAGEMEN

GROUP G

International Business Environment (Max Marks: 100, Duration: 3 Hrs)

An Overview of the Global Business Environment Understanding Globalization; The Global Business Environment & its Components; Social Environment; Cultural Environment; Political Environment; Economic Environment: Legal Environment; Regulatory Environment; Technological Environment; Tax Environment; Impact of Globalization on Business. - Process of Globalization Historical Perspective of Globalization; Need to Globalize; The Stages of Development of a Transnational Corporation; Challenges of Globalization; The Metanational Corporation.

Economic Environment Classification of Economies; Economic Indicators; Economic Integration.

Political Environment Types of Political Systems; Political Risk; Factors that Contribute to Political Risk; Analysis of Political Risk; Management of Political Risk.

Political Environment in Emerging Countries Political Environment in China; Political Environment in India; Political Environment in Brazil; Political Environment in Russia.

Political Environment in Developed Countries Political Environment in the United States of America; Political Environment in Japan; Political Environment in the Federal Republic of Germany (FRG) ; Political Environment in France; Political Environment in the UK; Political Environment in Canada; Political Environment in Italy; Political Environment in Australia.

Social Environment Society; Family; Demographic Issues; Global Environment Policy and Management Issues.

Cultural Environment Understanding Culture; Characteristic of Culture; Hofstede's Model; Influence of Culture on Consumption; Influence of Culture on Thinking Process; Influence of Culture on Communication Process; Managing Cross-Cultural Differences; Locating Relevant Cultural Information; Culture Shock

Social and Cultural Environment in Developing Countries Social and Cultural Environment in China; Social and Cultural Environment in Brazil; Social and Cultural Environment in Russia; Social and Cultural Environment in India.

Social and Cultural Environment in Developed Countries Social and Cultural Environment in the United States; Social and Cultural Environment in Japan; Social and Cultural Environment in Germany; Social and Cultural Environment In France; Social and Cultural Environment in the UK; Social and Cultural Environment in Canada; Social and Cultural Environment in Italy; Social and Cultural Environment in Australia

An Overview of Technology Definition of Technology; The Choice of Technologies to Develop; Technology Development; Technology Transfer; Impact of Information Technology on Organizations.

Influence of the Internet on Business Description of Internet & Internet Tools; Vague Market Signals; Benefiting from Internet Channel; Internet, Infomediaries, Innomediaries; Industry Structure in the Age of the Internet; No First Mover Advantages.

Regulatory Environment Purpose of Regulation; Employment and Labor Laws; Discrimination in Employment; Environment and Pollution Control; Intellectual Property Rights; Regulations Related to Product Promotion in Different Countries; Securities Regulations in Different Countries; Anti-trust Law in the US; Regulatory Environment in Europe.

Tax Environment The Purpose of Taxation; Types of Taxation; Double Taxation; Taxation in Times of E-commerce.

Legal Environment Tariffs; Non-tariff Barriers; Trade in Textiles and the MFA ; Anti-dumping Laws; Foreign Investment Regulations; Litigation and Dispute Settlement; Cyber Laws; INCO Terms.

Project Management (Max Marks: 100, Duration: 3 Hrs)

Project Management: An Overview 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 Management Environment Project Stakeholders; Organizational Influences; Socio-economic Influences; Environmental and Legal Influences; Project Phases and the Project Life Cycle.

Strategy and Project Management The Role of Strategy in Project Management; The Strategy Process; Resolving Trade–Off Decisions in Strategy; Deploying Strategy; Stakeholder Marketing.

Project Management Processes Project Processes; Process Groups; Process Interactions; Customizing Process Interactions.

Project Integration Management Project Integration; Project Plan Development; Project Plan; Project Plan Execution; Overall Change Control.

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 Analysis 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 and Environmental Analysis of Projects Technical Analysis; Environmental Analysis; Social Cost Benefit Analysis (SCBA).

Financial Analysis of Projects: An Overview Project Cost; Means of Financing the Project; Working Capital Requirements and Financing; Time Value of Money.

Cost of Capital Costs of Various Sources of Finance; Weighted Average Cost of Capital.

Project Appraisal Criteria Evaluation of Project Investments; Appraising Projects Using Non-discounting Criteria; Appraising Projects using Discounting Criteria; Simple, Non-Simple, Pure, and Mixed Projects; Appraising Projects with Special Features.

Risk Analysis in Capital Investment Decisions Types of Risk; Measuring Risk; Methods of Risk Adjusted Investment Appraisal; Calculating Standard Deviation of NPV; Advanced Techniques of Risk Analysis.

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

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.

Human Resource Management: Building Project Team Organizational Planning; Selecting the Staff Required; Building Teams.

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

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

Project Communication Management Project Communication Planning; Distribution of Information; Performance Reporting; Administrative Closure.

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

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

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

Project Procurement Management Project Procurement Planning; Solicitation Planning; Solicitation; Vendor Selection; Contracting; Contract Administration; Contract Change Management System; Contract Closing.

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

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

Management of International Projects Impact of the Business Environment on International Projects; Impact of Cultural Diversity on Projects; Multicultural Communication; Managerial Behavior in International Projects.

Management of Software and Information Systems Projects Unique Features of Software Project Management; Impact of Business Trends on Information Systems Projects; Impact of Latest Technology on Information Systems Projects; Similarity of Information Systems Projects with Projects in Other Industries; Differences between Information Systems Projects and Projects in Other Industries; Developmental Phases in Information Systems Projects.

Ethics in Project Management Ethics and Project Management; Code of Ethics for the Project Management Profession; Ethics Obligation Matrix; Ethics in Project Procurement.

Future of Project Management The History of Project Management; Organizational Considerations; New Trends in Project Management;

Collaborative Project Management; Contemporary Issues in Project Management.

GROUP H

Leadership and Change Management (Max Marks: 100, Duration: 3 Hrs)

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.

The Making of a Leader Making of a Leader; Developing Next Generation Leaders; Tying Leadership Development to Organization Goals.

Leading a Learning Organization Learning; The Learning Organization; Leading a Learning Organization.

Coaching Leaders Demystifying Coaching; The Leader as a Coach; Improving as a Coach.

Developing Performing Teams Moving from Command and Control to Teamwork; Understanding Teams and Teamwork; Principles Of Great Teams; Team Size and Skills; Leadership Approaches that Foster Team Performance; Team Learning.

Leadership Succession Leadership Succession: An Overview; Importance of the Right CEO; Insider Vs Outsider for CEO Job; Choosing The Right CEO; Women CEOs.

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.

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.

E-Business (Max Marks: 100, Duration: 3 Hrs)

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

GROUP I

Business Policy & Strategy (Max Marks: 100, Duration: 3 Hrs)

Introduction to Strategic Management Evolution of the Concept of Strategic Management; Importance of Strategic Management; Components of Strategic Management; The Three Levels of Strategy Planning; Making Strategic Decisions.

Strategic Management Process The Process of Strategic Management; Strategic Decision Making; Practical Limitations of the Strategic Management Model.

Company Mission Vision; Mission Statements; Formulating a Mission Statement; Social Responsibility; Stakeholder Approach to Social Responsibility; Guidelines for a Socially Responsible Firm.

Analyzing the External Environment Remote Environment; Operating Environment; Environmental Scanning; Five Forces Model; Structural Analysis and Competitive Strategy; Structural Analysis and Industry Definition; How Competitive Forces Shape Strategy; Designing Opportunistic Strategies; Formulation of Strategy.

Evaluating the Multinational Environment Considerations for a Multinational Firm; Why Companies Internationalize; Considerations Prior to Internationalization; Development of an MNC; Complexity of the Multinational Environment; Control Problems for the Multinational Firms; Multinational Strategic Planning; Multi-Domestic industries and Global Industries; Multinational Challenge; MNC Mission Statement.

Internal Analysis of the Company Value of Systematic Internal Analysis; Strategy and Internal Analysis; Analyzing Departments and Functions; Analyzing Management; The Human Side of the Enterprise; Quantitative

Approaches for Evaluating Internal Factors.

Company Culture and Values Meaning of Culture; Culture and the Organization; Culture and Strategy Creation; Culture and Organizational Structure; Culture and Style of Management; Culture and Power; Determinants of Culture; Aspects of Culture; Levels of Culture; Changing the Culture; Culture and Values; Culture and Value Systems.

Formulating Long Term Objectives and Strategy Objectives: Meaning; The Need for Objectives; The Nature of Objectives; Levels of Objectives: Strategic to Operating; The Hierarchy of Objectives; Grand Strategies; Long-term Objectives and Strategy Sets.

Strategic Analysis and Choice Criteria for Evaluating Strategic Alternatives; Strategic Analysis at the Corporate Level; Strategic Analysis at Business Unit Level; Behavioral Considerations Affecting Strategic Choice; Contingency Approach to Strategic Choice.

Operationalizing the Strategy Identification of Annual Objectives; Developing Functional Strategies; Development of Policies.

Strategy and Structure Structural Considerations; The Role of Structure: Linking Structure to Strategy; Structure and Systems; Structure and Style of Management; The Role of General Managers.

Resource Management and Control Corporate Resource Planning; Functional Resource Planning; Policies, Procedures and Budgets; Allocating Resources; Issues of Measurement and Control Systems; Establishing Strategic Control; Operational Control Systems; Reward Systems; Crisis Management.

The Value Chain and Competitive Scope Identifying Value Activities; Defining the Value Chain; The Value Chain and Buyer Value; Competitive Scope and the Value Chain; Coalition and Scope; Competitive Scope and Business Definition; The Value Chain and Industry Structure; The Value Chain and Organizational Structure.

The Value Chain and Generic Strategies Value Chain and Cost Analysis; Cost Behavior; Linkages; Cost Advantage; Pitfalls in Cost Leadership Strategies; Differentiation Strategies; Buyer Value and Differentiation.

Mergers History of Merger Movement; Corporate Restructuring; Economic Rationale for Major Types of Mergers; The Role of Industry Life Cycle; Reasons for International Mergers and Acquisitions.

Acquisitions and Divestitures Motives for Divestitures; Assembling the Divestiture Team; Preparing the Divestiture; Contents of the Offering Memorandum; The Selling Process; Financial Defensive Measures; Anti-Takeover Amendments; Position Pill Defense; Targeted Share Repurchase and Standstill Agreements; Strategic Reactions by Targets.

Joint Ventures and Leveraged Buy-Outs Joint Ventures; Joint Ventures in Business Strategy; Rationale for Joint Ventures; Reasons for Failure of Joint Ventures; Leveraged Buy Out.

Managing Change Meaning of Change; Forces for Change; Types of Change; Change Process; Resistance to Change; Strategies for Implementation and Change; Power; Politics; Effects of Power and Politics on Strategic Change.

The Strategist The Role of the Strategist; Risk; Manager and Strategy; The General Manager and Strategy; The Board of Directors and Strategic Management; The Chief Executive Officer and Strategic Management.

Challenges for the 21st Century Global Competitiveness in the New Millennium; Considerations for Strategies in the 21st Century; Emergence of a Knowledge Worker; Role of a Knowledge Worker; E-Commerce the Central Challenge; The CEO in the New Millennium.

Business Ethics & Corporate Governance (Max Marks: 100, Duration: 3 Hrs)Business Ethics: An Overview Ethics: An Overview; Nature of Ethics; Objectives of Ethics; Business Ethics; Nature of Business Ethics; Relationship between Ethics and Business; Stages of Ethical Consciousness in Business; Need for Business Ethics.

Importance of Ethics in Business Ethical Theories; Market System; Importance of Trust in Business Relations; Integrative Social Contract Theory.

The Ethical Organization and its Corporate Code The Ethical Organization: An Overview; Judging the Ethical Nature of an Organization; Corporate Code; The Development of Corporate Code; Implementation of Corporate Code.

Ethics and Rule of Law The Rule of Law: An Overview; Relationship between Law and Moral Standards; Formulation of Law; Problems of Transforming Moral Standards to Legal Requirements.

Business Ethics and Environment Environmental Ethics; Environmental Issues; Greening; Green Initiatives; India in 21st century.

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 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 Global Business: An Overview; Ethical Issues in Various Countries; Regulatory Actions in Acquisitions of Global Business; Social Obligations in Global Business.

Corporate Social Responsibility: A Historical Perspective A Historical Perspective; The Non Conformist Challenge in Britain; Progressives in North America; Post-War Statism; Responses in the Thirties; Post- War Statism.

Corporate Responsibility: Stakeholders Stakeholders: An Overview; Internal Stakeholders; External Stakeholders.

The Role of Business in Society Tasks of Business in Society; The Social Challenge; Standards and Values.

Corporation: An Overview Definitions of the Word 'Corporation'; Evolution of the Corporate Structure; Purpose of a Corporation; Corporation as a 'Person'; Corporation as a 'Moral Person'; Corporation: Expectations of Society; Corporation: Expectations of the Market.

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 Board of Directors Role of Directors; Responsibility 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: Kumara Mangalam Birla Committee Report, CII Report, Cadbury Report, OECD Report; Corporate Governance: Company Law.

GROUP J

Integrated Case Studies (Max Marks: 100, Duration: 3 Hrs)

GROUP A

Introduction to Management – Paper I (Max Marks: 100, Duration: 3 Hrs)

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; Emerging Approaches in Management Thought.

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.

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.

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 Organization 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 Entrepreneurship and Intrapreneuring.

Introduction to Management – Paper II (Max Marks: 100, Duration: 3 Hrs)

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.

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.

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

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

Productivity and Operations Management Production and Productivity; Productivity Problems and Measurement; Operations Research, Production and Operations

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.

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.

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

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

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

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

International Management Reasons for Going International; International Management Functions; Japanese Management; Theory Z; Multinational Corporations.

Managerial Effectiveness – Paper I (Max Marks: 100, Duration: 3 Hrs)

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 Types of Interviews; Planning the Interview; Conducting the 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.

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; Strong Appeal or Urgency.

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

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

Writing Effective Memos and E-mails Fundamentals of Effective Memos and E-mails; Categories of Memos; Memos about the Unpleasant; Persuasive Memos; E-mails; E-mail Etiquette.

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

The Framework of a Report The Elements of a Report; The Text of the Report.

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

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

Review of Writing Skills Sentence Structure; Punctuation; Paragraphs; Compositions; Steps in Essay Writing.

Managerial Effectiveness – Paper II (Max Marks: 100, Duration: 3 Hrs)

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.

Emotional Intelligence in Management Nature of Emotional Intelligence; Evolution of Emotional Intelligence; Components of Emotional Intelligence; Analyzing the Impact of Emotions in Workplace; Application of Emotional Intelligence in 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 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.

GROUP B

Organizational Behavior - Paper I (Max Marks: 100, Duration: 3 Hrs)

FUNDAMENTALS OF ORGANIZATIONAL BEHAVIOR

Understanding Organizational Behavior Definition of Organizational Behavior; Management Roles; Management Skills; Generalization about Behavior; Consistency Vs Individual Differences; Theoretical Frameworks; Challenges and Opportunities for Organizational Behavior; Environmental Challenges: Globalization, Information Technology, Total Quality, and Diversity and Ethics; 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 Communications 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 Operation; How Culture Influences International OB; Managing a Global Workforce: Cultural Adaptation; Differences in Managerial Leadership Across Cultures; Cultural Contingencies and Productivity.

Personality and Attitudes Meaning of Personality; Personality Determinants; Other 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; Sensation Vs. Perception; Subprocesses 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.

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.

Organizational Behavior - Paper II (Max Marks: 100, Duration: 3 Hrs)

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; Difference between Work Groups and Work Teams; Types of Work

Teams; Team Effectiveness; Teams and Total Quality Management; Teams and Workforce Diversity.

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

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

Decision Making The 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; Distinctions 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 Organizations; Learning Culture; Changing Organizational Culture.

Organizational Change Forces of Change; Managing Planned Change; The 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 Organization Development Definitions and Concepts of Organization Development; History of Organization Development; Nature of Organization Development; Client-Consultant Relationship.

Organization Development Interventions Meaning of OD Interventions; Types of OD Interventions.

Future of Organizational Development Strengths of Organizational Development ; The Future of OD: Leadership and Values; Knowledge about OD; OD Training; Interdisciplinary Nature of OD; Diffusion of OD Techniques; Integrative Practice; Rediscovering and Recording History; Possible Changes in OD Processes and Practices.

Business Economics – Paper I (Max Marks: 100, Duration: 3 Hrs)

Introduction to Microeconomics Nature and Scope of Economics; Relevance of Microeconomics; Difference between Micro & Macro Economics; Scarcity and Choice; Production Possibility Curve; Partial Equilibrium and General Equilibrium Analysis; Economics and Business.

Theory of Demand and Supply Demand Theory; Elasticity of Demand; Supply Theory; Elasticity of Supply; Equilibrium of Demand and Supply.

Consumer Behavior Choice and Utility Theory; Law of Diminishing Marginal Utility; Equi-Marginal 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 and Production Function; Break Even Analysis; Shutdown Point; Economies of Scale.

Perfect Competition Characteristics of a Perfectly Competitive Market; Supply and Demand in Perfect Competition; Short Run Equilibrium of the Competitive Firm; Long Run Equilibrium of the Competitive Firm; Efficiency of Competitive Markets; Effects of Taxes on Price and Output.

Imperfect Competition Imperfect Competition; Monopoly; Monopolistic Competition; Oligopoly.

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

Interest and Profit The Concept of Interest; Theories of Interest; The Concept of Profit; Theories of Profit; Profit Policies; Economic Progress and Profits.

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

Business Economics – Paper II (Max Marks: 100, Duration: 3 Hrs)

Introduction to Macroeconomics Developments of Macroeconomics; Objective and Instruments of Macroeconomics; Instruments of Macroeconomics Policy; Basic Concepts in Macroeconomics.

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

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

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

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

Monetary Policy Objectives of Monetary Policy; Relevance 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.

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

Banking and Money Supply Indian Financial System; The Banking System; Money Supply; The Components of Money Supply; The Money Multiplier Approach; Creation of Money and Banking System; Equilibrium in Money Market.

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

Economic Indicators The Concept of Economic Indicators; Features of Economic Indicators; Classification of Economic Indicators.

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

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

GROUP C

Marketing Management – Paper I (Max Marks: 100, Duration: 3 Hrs)

Marketing: The Development of a Concept Definition of Marketing; Evolution of Marketing ; Marketing Myopia; Marketing Dynamics; Significance of Marketing; Structure of the Book.

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 Environmental 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; The Classification of Organizational Markets; Factors Influencing Organizational Buying ; Participants in Organizational Buying; Procurement Process; Stages of Buying; Using Standard Industrial Classification Codes.

Marketing Research, MkIS and Demand Forecasting Meaning and Scope of Marketing Research; The Marketing Research Process; Barriers between Marketing Researchers and Managerial Decision- makers; The Importance of Ethical Marketing Research; 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 Scope and Importance of Strategic Planning; 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 Strategy; Designing Competitive Strategies; Competitive Intelligence System; Total Quality Management.

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.

Marketing Management – Paper II (3 hours: 100 marks)

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; 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.

Channels of Marketing Nature of Marketing Channels; Role of Marketing Channels; Functions of Marketing Channels; Designing Distribution Channels; Channel Management; Channel Dynamics; Multichannel Marketing System; Channels and Conflicts.

Logistics and Wholesaling Objectives of Market Logistics; Market Logistic Decisions; Functions of Warehousing; Types 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; Marketing Communication Integration and Coordination; Future of Marketing Communication.

Advertising, Sales Promotion and Public Relations Benefits of Advertising; Developing an Advertising Program; Evaluation of Advertising Effectiveness; 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.

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; Marketing Strategies of MNCs in India.

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

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

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

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

Information Technology & Systems – Paper I (Max Marks: 100, Duration: 3 Hrs)

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

Personal Productivity Software Word Processing Software; Spreadsheet Software; Presentation Graphics Software.

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

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

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.

Information Technology & Systems – Paper II (Max Marks: 100, Duration: 3 Hrs)

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.

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 the 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 Planning 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.

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

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

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

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

GROUP D

Accounting for Decision Making - Paper I (Max Marks: 100, Duration: 3 Hrs)

Introduction to Financial Statements: Definition of Accounting – Objectives of Accounting – Generally Accepted Accounting Principles (GAAP), – Conventions and Concepts – Financial Statements – Understanding Financial Statements – Qualitative Characteristics of Financial Statements – Users of Financial Statements.

Principal Financial Statements: Understanding Balance Sheet – Understanding Income Statement – Understanding Cash Flow Statement – Limitations of Financial Statements.

Introduction to Financial Statement Analysis: Importance of Financial Statement Analysis – Uses of Financial Statement Analysis – Information Needs of Different Users – Sources of Financial Statement Analysis – Tools and Techniques of Financial Statement Analysis – Limitations of Financial Statement Analysis.

Tools and Techniques of Financial Statement Analysis: Importance of Ratio Analysis – Classification of Ratios – Valuation Ratios – Income Statement Ratios – Balance Sheet Ratios – Cash Flow Statement Ratios – Uses and Limitations of Financial Ratios – Cross-sectional Analysis – Common-size Statement Analysis – Cross-sectional Analysis using Ratios – Time-series Analysis of Financial Statements – Methods of Time-series Analysis.

Accounting Standards: Importance of Accounting Standards – Indian Accounting Standards – Auditor's Duties in Relation to Accounting Standards – Introduction to USGAAP – Need for IAS Compliance in Indian Context – Requirements of USGAAP Compliance for Indian Corporate – Difference between USGAAP, IAS and AS.

Accounting for Decision Making - Paper II (Max Marks: 100, Duration: 3 Hrs)

Introduction to Management Accounting: Role of Management Accounting – Scope of Management Accounting – Basic Cost Terms and Concepts for Managerial Decisions – Statement of Cost or Cost Sheet.

Marginal Costing and Break-Even Analysis: Concept of Absorption Costing and Marginal Costing – Cost-Volume-Profit Analysis – Applications of CVP Analysis – Break-Even Analysis.

Cost Analysis and Decision-making: Production Decisions: Meaning of Managerial Decision-Making, Relevant Cost and Irrelevant Cost – Marginal Costing and Differential Cost Analysis – Make or Buy Decisions – Accept or Reject an Order/Foreign Orders or Exploring New Markets – Purchasing vs. Leasing – Sell or Further Process Decision – Product Mix Decision under Capacity Constraint – Closing Down of Factory or Segment.

Cost Analysis and Decision-making: Marketing Decisions: Need for Pricing Decisions – Objectives of Pricing – Pricing Strategy – Fixation of Selling Price – Pricing Methods – Selling Agents vs. Sales Force – Target Costing.

Current Developments: Value-Added Statement – Approaches for Computation of Value-Added – Value-Added Ratios – Economic Value-Added Statement – Brand Valuation and Accounting – Enterprise Resources Planning Applications in Financial Accounting.

Human Resource Management – Paper I (Max Marks: 100, Duration: 3 Hrs)

Introduction to HRM Definition and Concept of Human Resource Management; History of Human Resource Management; Functions of Human Resource Management; Human Resource 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.

International Human Resource Management Concept of International Human Resource Management (IHRM); Approaches to IHRM; Features of IHRM; Importance of IHRM; Factors Affecting IHRM; Different IHRM Activities; Strategic IHRM.

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

Job Analysis and Design Concept of Job Analysis; Process of Job Analysis; Job Analysis Methods; Job Analysis Information; Job Description; Job Specification; Uses of Job Analysis; Issues in Job Analysis; 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 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.

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.

Human Resource Management - Paper II (Max Marks: 100, Duration: 3 Hrs)

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 Governing Wage and Salary Administration; Wage Fixing Institutions/Authorities; Concept of Rewards; Types of Incentive Plans; Non Monetary Incentives; Guidelines for Effective Incentive Plans; Employee Benefits; Objectives of Employee Benefits; History and Evolution of Benefits Programs in India.

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.

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; Legislative Aspects of the Grievance Redressal Procedure in India; Conflict Resolution.

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; Code of Discipline in Indian Industry.

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; Workers' Participation in India; Forms of Worker Participation in India.

Quality of Work Life Definition and Concept of Quality of Work Life; 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.

Appendix

Rudiments of the Following Acts:

The Trade Union Act, 1926; The Industrial Disputes Act, 1947; The Industrial Employment (Standing Orders) Act, 1946; The Factories Act, 1948; The Employee State Insurance Act; The Workmen's Compensation Act, 1923; The Payment of Bonus Act; 1965; The Payment of Wages Act, 1936; The Minimum Wages Act, 1948; The Payment of Gratuity Act, 1972.

GROUP E

Financial Management - Paper I (Max Marks: 100, Duration: 3 Hrs)

Introduction to Financial Management: Nature and Objectives of Financial Management – Role of the Finance Manager – Interface of the Finance Function with other Functional Areas – Environment of Corporate Finance.

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

Time Value of Money: What Time Value of Money Means? – Why Money has Time Value? – Process of Compounding – Process of Discounting – Future Value of a Single Flow – Future Value of Multiple Flows – Future Value of

Annuity – Present Value of a Single Flow – Present Value of Uneven Multiple Flows – Present Value of Annuity.

Risk and Return: The Concepts of Risk and Return – The Components of Return – Measurement of Rate of Return – The Relation between Risk and Expected Rate of Return – Sources of Risk – Risk in a Portfolio Context – Diversification – Diversifiable and Non-diversifiable Risk – Measurement of Non-diversifiable Risk – Capital Asset Pricing Model.

Leverage: Concept of Leverage – Operating Leverage – Financial Leverage – Total Leverage.

Valuation of Securities: Valuation of Bond – Bond Price Movements – Equity Valuation: Dividend Capitalization Approach – Equity Valuation: Ratio Approach.

Sources of Long-term Finance: Need for Long-term Finance – Introduction to Cost of Project and Means of Finance – Important Sources of Long-term Finance – Features of Share Capital, Preference Capital, Debentures and Term Loans – Other Sources of Long-term Finance.

Cost of Capital and Capital Structure Theories: The Meaning of Cost of Capital – Costs Associated with the Principal Sources of Long-term Finance – Concept of Weighted Average Cost of Capital – Weighted Marginal Cost of Capital Schedule – Meaning of Capital Structure – Factors affecting the Capital Structure – Theories of Capital Structure.

Dividend Policy: The Dividend Decisions of a Firm-Relevance/Irrelevance – Models Explaining the Relevance/Irrelevance of the Dividend Policy.

Financial Management - Paper II (Max Marks: 100, Duration: 3 Hrs)

Working Capital Management: The Meaning of and Need for Working Capital – Various Components of Current Assets and Current Liabilities – Static vs. Dynamic view of Working Capital – Factors Affecting Composition of Working Capital – Objectives of Working Capital Management – Liquidity vs. Profitability and Working Capital Policies – Interdependence among

Components of Working Capital – Estimation of a Firm's Working Capital needs using the Operating Cycle – Measures for Evaluation of Working Capital Management – Some Important Working Capital Ratios.

Financing Current Assets: Behavior of Current Assets and Pattern of Financing – Spontaneous Sources of Finance – Trade Credit – Short-term Bank Finance – Public Deposits for Financing Current Assets – Commercial Paper and Factoring ¶ Regulation of Bank Credit – Tandon Committee Recommendations – Chore Committee Recommendations – Marathe Committee Recommendations – Kannan Committee Recommendations – Nayak Committee Recommendations.

Inventory Management: The Nature of Inventory and its Role in Working Capital – The Purpose of having Inventories – Types of Inventory and Costs Associated with it – Inventory Management Techniques like Determination of Economic Order Quantity, Economic Production Quantity, Re-order Point, Stock Level, etc. – Inventory Planning – Introduction to Specialized Techniques like ABC Analysis and VED Analysis – Various Methods of Pricing of Inventories.

Receivables Management: Meaning and Computation of Receivables – Purpose and Cost of Maintaining Receivables – Impact of a Firm's Credit Policy on Level of Investment in Receivables, Level of Sales, Bad Debt Loss, etc. – How Firms Evaluate Creditworthiness of Customers – Decision Tree for Credit Granting – Monitoring of Receivables.

Cash Management: The Difference between Profits and Cash – Need For and Objective of Cash Management – Short-term Cash Forecasting and Cash Budgets – Cash Reports for Monitoring and Control – Factors to be Reckoned with for Efficient Cash Management – Forms of Liquidity and the Choice of Liquidity-mix.

Capital Expenditure Decisions: Nature of the Investment or Capital Expenditure Decisions – Scanning and Identification of Investment Opportunities – Criteria for Preliminary Screening – Other Steps of Project Management like Feasibility Study, Implementation and Performance Appraisal – Introduction to Network Techniques for Project Planning and Control – Principles underlying Measurement of Costs and Benefits – Preparing Cash Flow Projections for Projects – Assessing the Financial Viability of Projects using the Various Appraisal Criteria.

International Project Appraisal: Reasons of FDI – Appraisal for FDI – The APV Criteria Various Methods of Appraising International Projects.

International Trade and Finance: Theories of International Trade – Growth of International Trade – Trade Barriers – Regulation of International Trade – Balance of Payments – Concepts and Principles behind Compilation of BoP Account – Components of BoP and the Factors affecting them – Importance and Limitations of BoP Statistics – Relationship of BoP with other Economic Variables – International Finance – Meaning and Implications of Globalization – Integration of Financial Markets: Reasons, Benefits and Costs – International Monetary System – Exchange Rate Mechanisms – Evolution of Monetary Systems: The Gold Standard, The Gold Exchange Standard, The Bretton Woods System and Current Monetary System – European Monetary Union – Forex Market – Structure of Forex market – Exchange Rate Quotations – Types of Transactions and their Settlement Dates – Regulation of Forex Market in India – Exchange Rate Determination – Purchasing Power Parity – Interest Rate Parity – Introduction to Exchange Risk: Foreign Exchange Exposure – Foreign Exchange Risk – Types of Exposure – Management of Exchange Risk: Techniques of Managing Transaction and Translation Exposures – Techniques of Managing Economic Exposure.

Financial Risk Management: Approaches to Risk Management – Risk Management Process – Futures: History of Futures Markets – Meaning and Definition – Mechanism of Futures Markets – Objectives of Futures – Futures Prices – Types of Futures – Options: Concept of Options – American and European Options – Trading Strategies with Options – Option Pricing Models – Exotic Options – Financial Swaps: The Concept of Financial Swaps – Interest Rate Swaps – Options on Swaps – Commodity Swaps, Currency Swaps – Pricing of Swaps

Current Developments.

Operations Management - Paper I (Max Marks: 100, Duration: 3 Hrs)

Operations Management: An Overview Operations Management Decisions; The Historical Evolution of Operations Management; Computers and Advanced Operations Technology.

Operations Strategy Operations Strategy as a Competitive Weapon; Elements of Operations Strategy; Developing an Operations Strategy; Financial and Economic Analysis in Operations.

Forecasting Demand Forecasting in Operations; Forecast 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.

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

Job Design Job Design Fundamentals; Considerations in Job Design; Work Environment; Uses of Job Design. Work Measurement Uses of Setting Work Standards; Work Measurement Techniques.

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 Classifications Models.

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

Operations Management - Paper II (Max Marks: 100, Duration: 3 Hrs)

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

Materials Requirement Planning Fundamentals of Materials Requirement Planning; Components of an Mrp System; Advantages and Disadvantages of an Mrp System; Problems in Implementing Mrp System; Manufacturing Resource Planning (Mrp Ii)

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

Project Management Necessity of Project Management; Network Modeling; Project Planning Methods; Project Crashing.

Trends in Operations Technology Automation; Overview of Manufacturing Activities; Artificial Intelligence (AI); Electronic Data Interchange (EDI).

Globalization and Operations Management Significance of Globalization; Sources of Global Competitive Advantage; Difficulties in Managing Globalization; Changes in Operations Strategy Necessary due to Globalization; Managing Globalization; Operations in Global Business Strategy.

GROUP F

Business Law - Paper I (Max Marks: 100, Duration: 3 Hrs)

Introduction to Legal Environment: Philosophy of Law – Classification of Law – Torts – National Law and International Law – Justice Delivery System in India.

Business Contracts: Legal Elements of Contracts – Remedies for Breach of Contract – Contracts of Agency – Contracts of Guarantee – Contracts of Indemnity – Letter of Credit Contracts – Employment Contracts – Special Rights in Contracts – Documentation of Commercial Contracts.

Non-Corporate Business Entities: Sole Proprietorship – One Person Company (OPC) – Hindu Undivided Family (HUF) Business Units – Partnership Firms – The Partnership Act, 1932 – Limited Liability

Partnerships (LLP) – Cooperative Societies – Non-Profit Companies – Non-Governmental Organizations (NGO) – Insolvency Law and Implications.

Law Relating to Corporate Business Entities: Salient Features of a Company – Corporate Veil and Limitations – Types of Companies – Incorporation of a Company – Doctrine of Ultra Vires – Doctrine of Indoor Management – Raising of Capital from Public – Share Capital – Dividend Payment – Transfer and Transmission – Company Management – Company Meetings – Reconstruction and Amalgamation – Changing Legal Entity on Mergers and Acquisitions – Winding Up and Dissolution.

Property Law for Business: Classification of Property – Contract of Sale - Movable Property – Borrowing against Property as Security – Hire Purchase of Property – Lease of Property – Exchange/Gift/Assignment of Property – Intellectual Property Rights (IPR).

Business and Tax Laws: Classification of Taxes – Income Tax – Wealth Tax – Central Excise – Sales Tax – Customs Duty – Value Added Tax (VAT) – Service Tax – Fringe Benefit Tax.

Case Studies

Business Law - Paper II (Max Marks: 100, Duration: 3 Hrs)

Financial Services – Legal and Regulatory Environment: Banking Law and Regulation - Banking Regulation Act, 1949 - Reserve Bank of India Act, 1934 - Negotiable Instruments Act, 1881 - Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest (SARFAESI) Act, 2002 – Insurance Law and Regulation - Essential Elements of Insurance Contracts - Legal Principles of Insurance - Standard Clauses in Insurance Policies - Regulation of Insurance Business – Securities Law and Regulation - Market Regulation by Companies Act, 1956 - Securities Control and Regulation Act, 1956 - An Overview - Regulatory Role of SEBI - Role of Stock Exchanges - Regulation of Stock Exchanges - Trading of Securities - Listing of Securities - Regulation of Depositories

Business Transactions and Cyber law: Legal Framework for IT related Transactions – Click-Wrap Agreements – Authentication of Electronic Records – Attribution of Electronic Records – Legal Status for Electronic Records – Cyber Offences and Penalties.

Competition and Consumer Protection: Consumer Protection Law in India – Competition Law in India – Restrictive and Unfair Trade Practices – Product Liability – Public Interest Litigation in India – Class Action Suits in US.

Environment Protection and Business Obligations: Environmental Pollution – Environmental Law.

Alternative Dispute Resolution: Efficacy of ADR – Mediation–Arbitration–Litigation: A Comparative Note - Arbitration - Conciliation - Mediation - Negotiation – Arbitration and Conciliation Law in India.

Case Studies

Management Control & Information Systems–Paper I(Max Marks: 100, Duration: 3 Hrs)

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.

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.

Business Ethics and Management Control Ethical Behavior in Organizations; Management Control and Ethical Issues in Different Functions; Regulating Ethical Conduct.

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.

Management Control & Information Systems–Paper II(Max Marks: 100, Duration: 3Hrs)

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 Control of Production and Operations: An Overview; Production Controls; Operations Controls; Supply Chain Management; Information Systems in Production and Operations Management; 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 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.

ELECTIVES IN OPERATIONS

GROUP G

Quality and Productivity Management (Max Marks: 100, Duration: 3 Hrs)

PRINCIPLES AND PRACTICES

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

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

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

Implementation Management Commitment; Quality Council; Quality Statements; Communications.

Enhancing Customer Value through Quality Management Who is the Customer; Customer Perception of Quality; Feedback; Using Customer Complaints; Service Quality; Translating Needs into Requirements; Customer Retention.

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

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

JIT Just-in-Time Manufacturing.

Performance Measures Basic Concepts; Performance Measures; Quality Costs.

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

TOOLS AND TECHNIQUES

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

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

Quality Function Deployment (QFD) The QFD Team; Benefits of QFD; The Voice of the Customer, Organization of Information; House of Quality; Building a House of Quality; QFD Process.

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

Management Tools for Quality Improvement Force-Field Analysis; Nominal Group Technique; Affinity Diagram; Interrelationship Digraph; Tree Diagram; Matrix Diagram; Prioritization Matrices; Process Decision Program Chart; Activity Network Diagram.

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

Supply Chain Management (Max Marks: 100, Duration: 3 Hrs)

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.

GROUP H

Management of Service Operations (Max Marks: 100, Duration: 3 Hrs)

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 (Max Marks: 100, Duration: 3 Hrs)

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

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

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

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

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

Interface with Finance Operating Exposure; Exchange Rate Risk; Managing Exchange Rate Risk.

Information Management for Global Logistics Global Logistics Information and Telecommunication System: Characteristics, Functionality and Limitations; Role of Information Systems.

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

ELECTIVES IN INVESTMENTS

GROUP G

Securities Analysis Paper I & II (Max Marks: 100, Duration: 3 Hrs)

Investment Scenario: Concept of Investment – Investment Objectives and Constraints – Investment Classification – Financial Markets – Real Investment Avenues.

Risk and Return: Concept of Risk and Return – Reduction of Risk through Diversification – Quantifying Portfolio Returns and Risk – Measurement of Risk in Portfolio Context – Security Market Lines and its Applications.

Regulations of Financial Markets: Regulation of Financial Markets – Organization of Securities and Exchange Board of India (SEBI) – Functions and Powers of SEBI – Tax Aspects in Securities – Self-regulation of the Markets.

Equity Markets and their Structures: Markets and their Function – Liquidity Capital Formation – Evolution of the Equity Markets – Development of Securities Market in India – Security Market Indicators – Major Stock Exchanges – Integration of Stock Exchanges – Listing of Securities – Trading Procedure – Compulsory Demat – Clearing and Settlement Procedure.

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

Fundamental Analysis: Objectives and Beliefs of Fundamental Analysis – Framework for Fundamental Analysis – Concept of Intrinsic Value – Economic Forecasting Methods – Industry Analysis – Key Characteristics in an Industry Analysis – Industry Life Cycle – Business Cycle Analysis – Structural Analysis – Company Analysis.

Impact of Changes in Accounting Policies: Changes in Accounting Policies – Depreciation – Valuation of Fixed Assets – Foreign Exchange Transactions

– Amortization of Preliminary and other Expenses – R&D Expenditure – Valuation of Inventory – Treatment of Gratuity – Lease Accounting.

Equity Valuation Models: Valuation Methods – Dividend Discount Models – Measures of Relative Value – Price/Earnings Ratio – Price/Book Value Ratio – Price/Sales Ratio – Free Cash Flow Model to Equity Model – Quantitative Analysis – Value Added Concept – Economic Value Added –Market Value Added – Evaluation of Security Analysis – Minority Interests and Discounts.

Technical Analysis: Concept of Technical Analysis – Fundamental Analysis vs Technical Analysis – Technical Trading Rules and Indicators – The Dow Theory – Charting – Price Patterns – Trendlines – Advanced Technical Tools – Pitfalls in Interpretation of Charts.

Efficient Market Hypothesis: Concept of Efficiency of the Stock Markets – Forms of EMH – Empirical Tests of EMH in the Indian Market – Description of Tests of EMH.

Bond Valuation: Strategic Role of Bonds from an Investor's Point of View – Bond Terminology – Types of Bonds – Value of Bond – Bond Yield Measures – Bond Price Analysis – Risks Associated with Bonds – Forecasting Interest Rates and Determinants of Interest Rates – Theories of Interest Rates – Analysis of Deep Discount Bonds – Analysis of Convertible Bonds – Analysis of Tax-Sheltered Fixed Investment Avenues.

Risk Measurement Tools: Types of Risks – Duration – Immunization of Risk – Convexity – Term Structure of Interest Rates – Term Structure Models – Yield Spread Analysis – Hedging – Credit Risk – Credit Rating – Credit Analysis for Corporate Bonds.

Derivative Markets: Futures Contracts – Interpretation of Futures Price Quotations – Trading Mechanism of Futures – Clearing and Settlement of Futures – Interest Rate Derivatives in India – Motives behind using Futures – Commodity Futures in India – Options Markets – Options Terminology – Trading in Options – Options Markets in India – Settlement of Options Contracts – Swap Markets.

Bonds with Warrants and Embedded Options: Bonds with Warrants – Convertible Bonds – Callable Bonds – Floating Rate Notes – Dual Currency

Bonds – Equity Index-linked Notes – Commodity-linked Bull and Bear Bonds – Swap-Linked Notes .

Real Assets: Real Assets – Appraisal of Real Assets – Approaches to Estimate the Market Value – Methods to Calculate the Capitalization Rate – Subjective Factors Affecting the Value of Real Estate.

Mutual Funds: The Concept and Objectives of a Mutual Fund – Types of Mutual Funds – Advantages of Mutual Funds – Mutual Fund Services – Organization and Management of Mutual Funds – The Mutual Fund Scene in India.

GROUP H

Portfolio Management Paper I & II (Max Marks: 100, Duration: 3 Hrs)

Part I: Portfolio Management

Introduction to Portfolio Management: Meaning of Investment – Necessity of Investment Policy – Inputs to a Policy Statement – Investment Motives or Goals – Risks in Investment – Need for Portfolio Management – The Process of Portfolio Management.

Investment Policy: Different Types of Investors, their Needs and Weaknesses – Implementing Investment Strategies – Investment Objectives and Constraints of Different Types of Investors – psychology of Risk – Significance of Behavioral Finance – Individual Investors – Institutional Investors – Drivers of Investment Policies – Setting Objectives for the Institutional Investors – Investment Policies of the Institutional Investors – Investment Management Mandate.

Capital Market Expectations: Forecasting the Capital Market Environment – Macroeconomic Variables Affecting Capital Market Expectations – Short-Term Forecasting Techniques – Impact of Inflation – Nature of an Effective Forecast.

Asset Allocation: Policies and Procedures: Asset Allocation Process – Types of Asset Allocation – Asset Allocation – Management Style – Different Approaches to Asset Allocation Decision – Asset Allocation Techniques.

Capital Market Theory: Markowitz Model and Efficiency Frontier – Evolution of Capital Asset Pricing Model – Dominant Portfolio – Separation Theorem – Capital Market Line – CAPM – Security Market Line – Non-Standard Forms of CAPM – Application of CML and CAPM.

Arbitrage Pricing Theory: Arbitrage Pricing Model – Arbitrage Mechanism – Empirical Tests of APT – Comparison of CAPM and APT – Applications of APT.

Portfolio Analysis: Components of Risk and Return – Systematic and Unsystematic Risk – Beta of a Portfolio – Portfolio Diversification – Marginal Productivity of Incremental Assets – Perils of Excessive Diversification.

Optimal Portfolio Selection: Concept of Indifference Curves – Efficient Set Theorem – Optimal Portfolio Selection – Using Lagrangian Multiplier, Using Sharpe's Optimization Model.

Other Portfolio Selection Models: Investor Preference Functions – Economic Properties of Utility Functions – Applicability of the Utility Functions – Alternative Models of Portfolio Selection.

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

Measuring and Evaluating Portfolio Performance: Meaning and Importance of Portfolio Performance Measurement – Measures of Return – Buying the Index Approach – Linking Jensen's Alpha and Fama's Total Selectivity – Performance Attribution Analysis – Monitoring Influence of Asset Allocation Decisions – Performance Evaluation of the Portfolio Manager – Evaluating Asset Class Managers.

Equity Portfolio Management: Efficient Market Hypothesis – Passive vs. Active Management Strategies – Types of Passive Portfolios – Active Management Styles and Strategies – Combining Active and Passive Styles – Factor-based Approach – Equity Style Management – Book Value/Market Value Ratio.

Fixed Income Portfolio Management: Fixed Income Portfolio Management Strategies – Passive Management, Semi-active Management, Active Management – Use of Derivatives in Fixed Income Portfolio Management – International Fixed Income Portfolio Management.

Managing a Property Portfolio: The Role of Property Portfolio in a Diversified Portfolio – The Property Investment Decisions – Microeconomic Influences on Property Returns – Macroeconomic Influences on Property Returns.

Portfolio Management Using Futures: Features of Index Futures Contracts – Pricing of Index Futures Contracts – Stock Index Arbitrage – Portfolio Strategies Using Index Futures – Modifying Expectations with Futures and Options – Portfolio Insurance – Perils of Using Futures to Hedge Portfolio Risk – Trading of Index Futures in India – Hedging with Interest Rate Futures.

Portfolio Management Using Options: Generic Terms Used in Options – Factors Influencing Option Prices – Elementary Investment Strategies – Trading Strategies of Options – Arbitrage with Options – Option Pricing Models – Evaluation of Option Based Investment Strategies.

Alternative Investments: Selection of the Alternative Investment – Advantages of Alternative Investments – Private Equity Investing – Evolution of Venture Capital Industry in India – Hedge Funds – Role of Alternative Assets in a Traditional Portfolio.

International Diversification: Diversification Benefits of International Investments – Hedging Foreign Exchange Risk – International Fixed Income and Equities – Managing a Portfolio of International Assets.

Management of Investment Institutions: Behavioral Style Analysis – Return Based Style Analysis – Comparison of Investment Style – Strategies for Allocating Funds among Different Styles – Risks, Controls and Prudential Issues.

Accounting for Derivatives: Underlying Principles in the New Standard – Terminology used in SFAS-133 – Contracts Not Subject to SFAS-133 –

Derivatives that Serve as Impediments to Sales Accounting – Necessary Accounting Entries – Translation of Foreign Currency Transactions.

Financial Planning Process: Utilities of Personal Financial Planning Techniques – The Personal Financial Planning Process – Planning for a Life Time – The Financial Planning Environment – Various Determinants of Personal Income.

Financial Statements and Plans: The Role of Financial Statements in Financial Planning – Time Value of Money – Preparing Personal Balance Sheet and Income and Expense Statement – Using Personal Financial Statements – Ratio Analysis – Preparing a Cash Budget.

Managing Taxes: Basic Concepts of Income Tax – Personal Taxation –The Main Provisions of the Income Tax Act, 1961 – The Main Provisions of the Wealth Tax Act, 1957 – Filing Returns –Permanent Account Number – Tax Planning.

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

Investing in Equities: The Structure of Capital Markets in India and the US – The Structure of Primary and Secondary Markets – The Evolution of the Stock Markets – Mechanism of Trading in the Secondary Market – Basic Terms of Investment Valuation – Portfolio Management Services – Emerging Issues like Online Trading of Stocks.

Retirement Planning: The Basics of Retirement Planning – Sources of Retirement Income – Types of Annuities and Annuity Schemes – Pension Funds.

Estate Planning: Objectives of Estate Planning – Need for Estate Planning – Estate Planning Process – Using Wills for Estate Planning – Using Trusts for Estate Planning.

Part II: Mutual Funds

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

Mutual Funds in India: The Different Types of Mutual Funds – The Players in the Mutual Funds Industry – The Structure of Mutual Funds – Organization and Management Pattern of UTI – Tax Treatment and Benefits – The Role of Mutual Funds in the Financial Market.

Regulation of Mutual Funds: UTI Act, 1963 – The Indian Trust Act, 1882 – Companies Act, 1956 (for a Trust Company) – SEBI (Mutual Funds) Regulation Act, 1996 – Launching of a Scheme – Investments – The Role of the AMFI.

Mutual Fund Prospectus and Balance Sheet: How to Read a Prospectus of a Mutual Fund? – How to Read and Analyze a Balance Sheet of a Mutual Fund.

Investment Strategies of Mutual Funds Investors: How to Evaluate a Mutual Fund? – How to Select Different Mutual Funds Schemes? – Understanding the Nature of Risks Involved in Mutual Funds Investment – Steps to Choose the Right Mutual Funds Scheme.

Marketing and Investment Aspects of Mutual Funds: Marketing Aspects of Mutual Funds – Investment Aspects of Mutual Funds.

Performance of Mutual Funds: Performance of Mutual Funds in the USA – Performance Analysis of Indian Mutual Fund Industry.

Future Scenario of Mutual Funds Industry: Indian Scenario and the Future Perspective.

ELECTIVES IN BANKING

GROUP G

Money & Banking and Credit Management (Max Marks: 100, Duration: 3 Hrs)

PART I: MONEY AND BANKING

Money: Functions and Significance: What is Money? – Money and Near Money – Functions of Money in Modern Economy – Money, Income, Wealth and Finance: A Distinction – Significance of Money in Capitalist Economy.

Inflation and Interest Rate: Meaning and Kinds of Inflation – Consequences of Inflation – Control of Inflation – Functions of the Rate of Interest – Impact of Long-term Rate of Interest on Business Activity.

Financial Intermediation & Evolution of Banks: The Concept of Intermediation – Financial Intermediation in the Indian Context – Banking Operations and the Business of Banks in India – Changes in Role and Functions of Commercial Banks.

Principles of Banking: The Definition of the Banker and Customer – The Relationship between Banker and a Customer – Rights and Obligations of a Bank and Customer – Different Types of Customers for a Bank – The Concept of Bankers Book Evidence Act – Principles of Good Lending for a Bank.

Sources and Uses of Funds in a Bank: A Bank's Balance Sheet – Sources and Uses of Funds in a Bank – A Bank's Profit and Loss Account – Books of Accounts in Banks.

Commercial Banking: Functions of Commercial Banks – Branch Banking – Universal Banking – Investment Policy of Commercial Bank – Bank Credit and Bank Deposits – Credit Creation – Credit Planning in India.

Rural Finance and Rural Banking in India: Sources of Rural Finance – Credit Delivery Mechanism in Rural Finance – Regional Rural Banks (RRBs) – Service Area Approach (SAA).

Emerging Trends in Banking: The Basis for Reforms in the Indian Banking Sector – The Regulatory Reforms in the Banking Sector – The Consequences of Liberalization of the Banking Sector – Innovative Banking Products.

PART II: CREDIT MANAGEMENT

Overview: Lending Activity – Basic Requirements for Lending.

Credit Policy in Banks: Need for Credit Policy – Components of Credit Policy – Credit Policy Pursued by the Government – Credit Culture.

Prudential Norms: Capital Adequacy of Banks – Prudential Norms – Capital Tiers.

Principles and Objectives of Credit Management: Principles of Lending – Evaluation of Borrower – The 6 Cs – Objectives of Credit Management – Credit Allocation – Credit Evaluation – Credit Discipline – Credit Monitoring.

Types of Borrowers: Various Categories – Features of a Company as a Borrower – Special Types of Customers.

Credit Deployment: Role of Bank Credit – Bank Credit in Indian Scenario – Types of Credit – Bank Credit for Various Sectors – Credit Deployment Scenario – Post Financial Sector Reforms ERA.

Documentation: Importance of Documentation – Scrutiny of Documents – Renewal of Documents – Security Offered for Loans.

Regulatory Framework: Government Regulation of Banks – Institutional Structure – Need for Statutory Reserves – Cash Reserve Ratio (CRR) – Statutory Liquidity Ratio (SLR).

Credit Monitoring: Basic Elements of Credit Monitoring – Financial Supervision – Financial Follow-up – Financial Follow-up Reports – Physical Follow-up.

Follow-up and Recovery Management: Credit Risk – Identifying Problem Loans – Loan Classification – Contingent Risk.

Debt Recovery Tribunals: Origin and Object of the Act – The Functioning of Debt Recovery Tribunal – Modes of Recovery – Jurisdiction, Powers and Authority of Tribunals – Jurisdiction of Civil Court, High Court and Supreme Court – Authority of Debt Recovery Tribunal – Procedure and Powers of DRT and DRAT – Overriding Effect of the Act on the Other Acts – Significance of the Overriding Provision.

Securitization Act: Securitization Company – Functions of Assets Reconstruction Company – Appeal to the Appellate Tribunal – Powers of Central Registry.

Current Developments

Central Banking & Commercial Banking (Max Marks: 100, Duration: 3 Hrs)

PART I: CENTRAL BANKING

Overview: Concept of Central Banking – Institutional Growth of Central Banking – The Changing Face of Central Banking.

Role of Central Banks: Determination of Goals – Inflation Targeting – Exchange Rate Targeting – Money Supply Targeting – Money-Growth Targeting – Viable Alternatives to Central Bank – Central Banking in India.

Policy Framework for RBI: Organizational Framework – Operational Framework – Role as a Central Banker – Promotional Role of RBI – Regulatory Role of RBI.

RBI and Monetary Policy: Macroeconomic Policies: Objectives – What is a Monetary Policy? – Goals, Targets and Instruments – Monetary Policy in India.

Regulation and Supervision: Need for Regulation and Supervision – Banking Regulation Act, 1949 – Banking Regulation and Supervision – Functions of the Department of Supervisory – Regulations Review Authority – Unified Regulator v/s Multiple Regulators.

RBI – On-site Inspection and Off-site Monitoring and Surveillance: The Core Principles for Effective Supervision – On-site Examination – Off-site Surveillance – On-site Inspection and Off-site Monitoring in India – Off-site Monitoring in Different Countries – Computerized Off-site Monitoring and Surveillance (OSMOS).

Central Banks in Other Countries: Federal Reserve System – Bank of England – The European Central Banking.

Bank for International Settlements: Organization of BIS – Role Played by BIS – Formation of Various Committees and Groups – Basle I and Basle II – Other Services Rendered by BIS.

Review of RBI Balance Sheet: Profit and Loss Account of RBI – Income – Expenditure – Balance Sheet of RBI – Assets – Liabilities.

Credit Information Bureau: The Need for Credit Information – Credit Information Bureau – Its Functions – Credit Information Bureau of (India) Ltd. (CIBIL).

Central Banking in Cyber World: E-Banking – E-Money – IT-induced Changes and Monetary Policy – E-Payments – Risks in the New IT ERA – Impact of IT- induced Globalization on Central Banks.

PART II: COMMERCIAL BANKING

Commercial Banking: Overview: The Indian Banking System – Commercial Banking in India – Functions of a Commercial Bank – Challenges and Trends in Banking – Banking in the New Millennium – CRM in Banks.

Banker-Customer Relationship: Relationship between a Banker and a Customer – Rights of a Bank – Rights of a Customer – Termination of Relationship.

Retail Banking: Retail Banking Scenario – Retail Banking in india – Types of Consumer Loans – Evaluating Consumer Loans – Credit Analysis – Credit Scoring – Limitations of Credit Scoring.

Deposit Products in India and Abroad: Types of Deposits – Interest Rates on Various Deposits – Composition of Bank Deposits.

Managing and Pricing Deposit Services: Pricing Policy – Deposit Pricing Matrix – Components of Pricing Decision – Profitability and Deposit Pricing – Deposit Pricing Strategies – Other Pricing Issues.

Managing Float Through Liabilities: Relationship between Cash and Liquidity Requirements – The Payment System – Clearing Services – Development of Liquidity Strategies – Liquidity vs Profitability – Traditional Measures of Liquidity – Liquidity Management.

Fee-Based Services: Letters of Credit – Bank Guarantees – Subsidiary Services – Off-Balance Sheet Activities.

Corporate Banking: The Nature of Corporate Banking – Developments in Corporate Banking – Consortium Finance – Multiple Banking Arrangements – Loan Syndication – The Syndication Process.

General Appraisal Criteria: Types of Credit – Credit Appraisal – Principles of Good Lending – The Credit Culture.

Credit Assessment – Non-Fund Based Limits: Letters of Credit – Bank Guarantees – Types of Bank Guarantees.

Credit Assessment: Fund Based Term and Working Capital Finance: Credit Analysis – The Credit Process – Term Loan Assessment – Capital Budgeting – Break-even Analysis – Working Capital Finance.

Financing International Projects: Project Exports – Working Group – Role of EXIM Bank in Project Exports – Role of ECGC in Project Exports – Risks in Project Export Business.

Loan Pricing: Loan Pricing – Objectives of Loan Pricing – Loan Pricing Methodology – Loan Pricing and Risk Management.

Credit Disbursal and Monitoring: Credit Administration – Documentation – Credit Rating – Post-Sanction Supervision – Tools for Credit Monitoring – Loan System and Delivery of Credit – Non-performing Loans – Credit Risk Rating Models in Banks.

GROUP H

Treasury Management & Risk Management in Banks (Max Marks: 100, Duration: 3 Hrs)

TREASURY MANAGEMENT

Scope and Functions of Treasury Management: What is Treasury Management? – Structure and Organization of Treasury Management – Role of CFO – Functions of Treasurer and Controller – Responsibilities of Treasurer.

Time Value of Money: What Time Value of Money Means? – Why Money has Time Value? – Process of Compounding – Process of Discounting – Future Value of a Single Flow – Future Value of Multiple Flows – Future Value of Annuity – Present Value of a Single Flow – Present Value of Uneven Multiple Flows – Present Value of Annuity.

Risk and Return: The Concepts of Risk and Return – The Components of Return – Measurement of Rate of Return – The Relation between Risk and Expected Rate of Return – Sources of Risk – Risk in a Portfolio Context – Diversification, Diversifiable and Non-diversifiable Risk, Measurement of Non-diversifiable Risk – Capital Asset Pricing Model.

Financial Markets and Instruments: Financial System and Financial Markets: Financial System – Constituents of a Financial System – Financial Markets – Financial Intermediary.

Money Market Instruments – Money Market – Call Money – Treasury Bills – Certificates of Deposit (CDs) – Repurchase Agreements (REPOs)

Funds Management in Banks: Cash and Liquidity Management – Reserves Management – Investment Portfolio Management – Transfer Pricing – Asset-Liability Management – Forex Management.

Valuation of Securities: Valuation of Bond – Bond Price Movements – Equity Valuation: Dividend Capitalization Approach – Equity Valuation: Ratio Approach.

Liquidity Management: ALM Information Systems – ALM Organization – Liquidity Risk Management – Currency Risk Management – Interest Rate Risk (IRR) Management.

Integrated Treasury Operations: Integrated Treasury – Organizational Structure of Treasury – Operations of Treasury – Dealing and Settlement Procedures.

Investment Decisions in Banks: Investment Portfolio of Banks – Investment Management – Components of Bank’s Investment Policy – Valuation of Investment Portfolio.

Internal Treasury Controls: Structure and Organization of Treasury – Accounting and Control – Various Measures of Controls – Insights into Information Systems and Reporting Standards – Measuring Treasury Performance.

Managing Bankruptcy: Definition of Bankruptcy – Factors Leading to Bankruptcy – Symptoms of Bankruptcy – Bankruptcy Costs – Bankruptcy Prediction Models – Case Study–Barings.

RISK MANAGEMENT IN BANKS

Introduction to Risk Management: What Risk is All About – Basic Purpose of Risk Management in Banks – The Process of Risk Management – Different Types of Risks in Banks – Overview of Enterprise-wide Risk Management in Banks.

Managing Credit Risk: Drivers of Credit Risk – Credit Rating – Capital Adequacy Requirements – BIS Risk-Based Capital Requirement Framework – Traditional Measurement Approaches – Different Models of Credit Risk.

Managing Market Risk in Banks: Risk and Sources of Risk – Measuring Risk and Value-at-Risk (VaR) – Approach to VaR – Basel Committee Recommendations – Types of Risk – Indian Scenario.

Managing Interest Rate Risk: Types of Interest Rate Risks – Gap Methodology – Duration Analysis.

Managing Foreign Exchange Risk: Nature and Magnitude of Exchange Risk – Tools and Techniques for Managing Forex Risk – Managing the Currency Risk – Futures, Options and Swaps.

Managing Liquidity Risk: Fundamental Approach – Technical Approach – Investment-Borrowing Decisions.

Operational Risk Management: Operational Risk and its Evolution– Major Sources of Operational Risk – Measurement of Operational Risk – Management of Operational Risk.

Risk Management Framework in Banks: Enterprise-wide Risk Management in Banks – Elements of Risk Management Framework – Systematic Risk Management in Banks – Different Measures of Measuring Risks – Involvement of the Management in the Risk Management Framework.

Asset-Liability Management in Banks: Asset-Liability Management Committee (ALCO).

Derivatives in Banks: History of Derivatives – Ongoing Developments – Options – Financial Swaps.

Risk Management Strategies: Operational Risk Management Strategies – Financial Risk Management Strategies – Systemic Risk Management Strategies – Risk Limitation – IT Implementation Challenges.

Enterprise-wide Risk Management in Banks: The Necessity of ERM – The Process of ERM – Measurement of ERM – Transfer Pricing – A Case in ERM.

The New Basel Accord – Implication for Banks: An Overview – Basel II Framework – The Three Pillar Architecture – Organizations Affected by Basel II – Impact of Basel II.

Management of Banking Companies (Max Marks: 100, Duration: 3 Hrs)

Overview: Origin and Evolution of Banking Industry – Structure of Banking Industry – Review of Bank Functioning – International Perspective.

Organization Design: The Organizational Design Process – Design Dimensions – Structural Configurations – Forces Shaping Organizations – Function Based Structure of Banking Companies – McKensey's 7s

Framework – Banking Structure in India – Structure of International Banking Organization.

Stakeholders and their Expectations: Principles of Stakeholder Management – Emergence of the Concept – Changes in the Stakeholder Tradition – Managing the Stakeholders' Expectations – Stakeholder Symbiosis – The Special Case of Shareholder Value in Financial Institutions – The Targets and Main Focus of the Shareholder Value and Stakeholder Approaches – The Concept of Customer Satisfaction.

Business Planning by Banks: Organizational Changes – Forces for Change – Types of Change – Planning Exercises in Banks – The Board of Directors and Strategic Management – Manager and Strategy.

Significance of Formulation of Strategy in Banking Company: Problems and Threats for Banking Industry – Strategic Analysis and Choice – Generation of Strategic Alternatives and Choice.

Managing Growth in Banks (Qualitative): The Concept of Quality – Providing Quality Service – Quality Initiatives – Best Practices for Customer-service – Total Quality Management (TQM).

Managing Growth in Banks (Quantitative): The Indian Banking Scenario – Measures for Growth – Financial Ratios – Analysis of Growth – Challenges and Future Growth of Banks.

Performance and Benchmarking: Need for Performance Measurement – Principles of Performance Measurement – Aligning Performance Measures Throughout the Bank – Types of Performance Measures – Performance Measurement and the Executive Dashboard – Operational Performance Measures – Overcoming Implementation Obstacles and Challenges – Performance Measures and Rewards.

Regulations and Compliance: Need for Regulation and Supervision – Banking Regulation and Supervision – Banking Regulation Act 1949 – Credit Market – Role of RBI – On-site Inspection and Off-site Monitoring in India – Risk Based Supervision – Regulations Review Authority.

Enterprise-wide Risk Management in Banks: The Necessity of ERM – The Process of ERM – Measurement of ERM – Types of Risks – Overview of

Risks – Risk Management Function – Rating Policy – Practical Benefits of ERM – Asset-Liability Management and ERM – Requirement of a More Integrated Approach towards Risk Management.

Customer Centric Organization: Customer and Customer Relationship Management (CRM) – Customer Life Cycle – Sales Force Automation – Call Centers – CRM Implementation.

Knowledge Management in Banks: The Importance of Knowledge Management for Banks – Benefits from Knowledge Management – Knowledge Management Programs in Banks – Defining a Knowledge Strategy – Systematic Approach to Knowledge Management – Institutionalization of Whistle-blowing and Installation of Revised MIS.

Corporate Governance in Banks: History of Corporate Governance – Application of Corporate Governance to Banking Sector – Code of Corporate Governance – Basic Steps Taken for Implementation of Corporate Governance – Corporate Governance and Indian Banks.

Leadership Development: Definition and Meaning of Leadership – Role and Functions of a Leader – Importance of Leadership – Leadership Qualities – Leadership Theories – Leadership Styles – Succession Planning.

Entrepreneurship in Banks and Managing Innovation: Entrepreneurship in Banks – Entrepreneurship and Small Business – Features of Entrepreneurship – Managing Innovations – Innovations in Banking – Role of Technology in Innovations – Operative Checks.

Ethics in Banks: Ethics – Information and Ethics in Banking – Commercial Applications of Customer Data – Importance of Trust – Ethical Performance of a Bank.

ELECTIVES IN INSURANCE

GROUP G

Life Insurance and Group & Health Insurance (Max Marks: 100, Duration: 3 Hrs)

LIFE INSURANCE

Basic Concepts of Life Insurance: Modern Concepts of Life Insurance – Three Basic Principles of Life Insurance – Risks to Economic Stability – The Different Methods to Ensure Economic Stability – Types of Claims – Different Economic Uses of Life Insurance – Advantages of Life Insurance.

Personal Financial Planning and Life Insurance: Different Components of Life Cycle – Factors Affecting the Financial Planning of an Individual – Role of Life Insurance in Personal Planning.

Life Insurance Products: The Basic Elements of the Life Insurance Products – Features of Term Insurance – Features of Endowment Assurance – Life Insurance Products available in the Overseas Market – Need for an Annuity Contracts – Different Types of Annuities – Obligations of Insurance Company.

Product Development: Concept for Product – Origin of a New Product – Market Orientation – New Product Development Process – Life Insurance Products.

Services Marketing: Importance of Services – Characteristics of a Service Product – Quality of Service – Productivity – Marketing Channels – Bancassurance – e-Insurance.

Life Insurance Premium Setting: Factors that Affect Premium – Morality Statistics – Methods of Providing Life Insurance Protection – Valuation – Surplus and its Distribution.

Risk Assessment and Underwriting: Concept of Underwriting – Different Classes of Lives and the Standard for Classification of Risks – Important Factors to Assess the Insurability of an Individual – Sources of Information for Underwriting – Classification of the Underwriting Process – Measures to be Considered for the Sub-standard Lives.

Legal Framework: Essentials of a Valid Contract – Special Features of Life Insurance Contract – Essentials of Insurable Interest – Utmost Good Faith – Representation/Warranty/Indemnity – Policy Document – Agency.

Life Insurance Policy Servicing: Maintenance of Records – Premium Payments – Alterations/Loans – Duplicate Policy – Other Services.

Claims Management: Operative Clauses of the Policy – Maturity Claims – Death Claims – Nomination/Assignment – Married Women's Property Act – Accident and Disability Benefit.

IT Applications: Evolution of Policy Bond – Application of IT.

GROUP AND HEALTH INSURANCE

Principles of Health Insurance: Economic Security and the Need for Health Insurance – Economic Value of Human Life – Meaning and Types of Health Insurance – Importance of Health Insurance – Principles of Health Insurance.

Health Insurance Products: Introduction to Health Insurance – Types of Health Insurance – An Overview of Global Health Insurance Market – Medicare Plans of the USA – Health Insurance in India – Various Plans – Health Insurance in India – The Future Scenario.

Group Insurance Products: Evolution of the Concept of Group Insurance – Eligible Groups for Group Insurance Coverage – Different Kinds of Group Health Insurance Providers and the Benefits Offered – Group Health Insurance Coverages – Cafeteria Plans – Group Disability Plans – Group Insurance in the Indian Context.

Social Security: The Concept of Social Security – Social Security – Indian Perspective.

Product Design, Development and Evaluation: The Intricacies of Designing a New Product – Design Clarification – Implementation Process – Evaluation of the Products.

Risk Assessment, Underwriting and Premium Setting: The Meaning and Importance of Underwriting – Profitability of Insurance Company and

Underwriting – Sources of Information Concerning Health Insurance – Risk Identification and Classification – Factors Affecting Underwriting in Health Insurance – Factors Affecting Underwriting in Group Insurance – Pricing of Health Insurance – Gross Premiums – Annual Claim Costs – Profitability Measures.

Claims Management and Third Party Administration: The Contractual Obligations of Insured and Insurer under the Policy – Claims Handling Procedures – Claims Settlement – Third Party Administration.

Marketing and Servicing: Elements of Insurance Marketing – Distribution Channels in Insurance – Marketing in Group Insurance – Marketing Intermediary Compensation – Insurance Marketing Scenario in India – Customer Relationship Management.

Legal Framework and Documentation: Moral Hazard and its Implications – Contractual Provisions of Health Insurance – Contractual Provisions of Disability Insurance – Contents of Policy Documents – Redressal Mechanism against Consumer Grievances.

General Insurance: Personal & Commercial (Max Marks: 100, Duration: 3 Hrs)

GENERAL INSURANCE: PERSONAL

Principles of General Insurance: The Role of Insurance and Financial Security – Classification of Risks – The Role of Financial System and Insurance – Risk Management and Insurance – An Overview of the Insurance System – Principles of Insurance – Personal Lines and Commercial Lines of Insurance.

Personal Policies: Family Risk Management – Personal Accident Insurance – Insurance Cover for Specific Groups – Health Insurance – Critical Illness Insurance – Travel Insurance.

Insurance of Property and Liability: Principles of Property Insurance – Fire Insurance – Package Policies – Motor Insurance – Liability Insurance – Workmen’s Compensation Policy.

Risk Assessment, Underwriting and Rate Making: Need for Risk Assessment – Tariff Rating – Classifications of Hazards – Underwriting of Physical Hazards – Underwriting of Moral Hazards – Underwriting of Different Hazards.

Product Design, Development and Evaluation: The Role of Regulation – Other Factors in Product Development – Product Design, Development and Evaluation – New Products – Problems in Product Development.

Legal Framework and Documentation: Essentials of Insurance Contract – Insurance Contract and Legal Framework – Elements of Insurance Contracts – Women’s Compensation Act, 1923 – Motor Vehicle Act, 1939 – Public Liability Act, 1991 – Documentation.

GENERAL INSURANCE: COMMERCIAL

Introduction to Commercial General Insurance: Origin of General Insurance in India – Formation of General Insurance Corporation of India – Current Industry Scenario.

Fire Insurance: Origin and Scope of Fire Insurance – Application of Basic Principles of Insurance – Standard Fire Policy – Express Conditions and Warranties of Policy – All India Fire Tariff – Industrial all Risks Insurance Policy – Mortgage Clause – Concept of Other Insurance, Contribution and Co-insurance – Fire Hazards and its Prevention.

Motor Insurance: Significance of Motor Insurance – The Principles Underlying the Motor Insurance Policy – Different Types of Motor Vehicles, Policies and the Risks Covered – Factors for Rating – Underwriting and Claims Process.

Aviation Insurance: Scope & Nature of Aviation Insurance – Development of Aviation Insurance – Aviation Insurance Market and Risk Placing – Major Clauses of Aviation Insurance Business – Aviation Products Liability – Clauses used in the Aviation Market – Risk Management in the Aviation Context – Underwriting Considerations.

***Engineering Insurance: Application of Basic Principles of Insurance –
Erection All Risks Policy – Marine cum Erection Policy – Advance Loss of
Profit (Delay in Start-up Insurance) – Machinery Insurance Policy –
Electronic Equipment Insurance.***

***Agriculture Insurance: The Need for Agricultural Insurance – Crop
Insurance – Particulars of National Crop Insurance Scheme – Outlook for
Crop Insurance in India – Significance of Cattle Insurance – Other Rural
Insurance Schemes.***

***Marine Insurance: Marine Insurance, its Significance and Market –
Fundamental Principles of Marine Insurance – Classification of Marine
Insurance Policies – Contract of Marine Insurance – Marine Cargo Policy –
Inland Transit Clauses – Marine Losses.***

***Credit Risk Insurance: Need for Credit Insurance – Benefits and Limitations
– Types of Credit Insurance – Basic Factors Safeguarding a Credit Insurer –
Credit Exposures – Export Credit Insurance – Underwriting Factors.***

***Liability Insurance: Historical Background – Basic Legal Principles and Law
of Tort – Types of Liability Policies.***

***Surety, Bonding Insurance: Surety and Contract of Suretyship – Types
Surety of Bonds – Fidelity Guarantee – Different Types of Policies –
Underwriting and Rating Considerations – Forgery Bonds.***

***Workmen's Compensation Insurance: Workmen's Compensation Act, 1923
– Workmen's Compensation Insurance Policy – Functions of Workmen's
Compensation Insurance – Tariff Regulations for the Policy – Rating Process
– Self Insurance.***

***Miscellaneous Insurances: Bankers Blanket Policy – Purpose of Burglary
Insurance – Money Insurance and Significance.***

***Risk Assessment, Underwriting and Rate Making: Risk Management in
Insurance – Risk Assessment and the Methods Adopted – Underwriting and
its Objectives – Rate Making and the Underlying Principles.***

GROUP H

Insurance Management - I (Max Marks: 100, Duration: 3 Hrs)

UNDERWRITING MANAGEMENT

Fundamentals of Underwriting: The Underwriting Process – The Role of the Underwriter – Underwriting Activities – Need for Underwriting.

Establishing Underwriting Policy for Insurance Products: Establishment of Underwriting Policy Criteria – Policy Clauses – Excesses, Deductibles, Loadings and Incentives – Internal and External Constraints on Underwriting Policy – Risk Assessment.

Underwriting Information: Information Necessary for Underwriting – Determining how much Information to Gather – Initial Sources of Underwriting Information – Additional Sources of Underwriting Information.

Underwriting and Business Types: Types of Business Ownership – Who Should be an Insured? – Underwriting the Management of the Organization – Underwriting and Employment Relationships – Underwriting and the Insured's Business Category – Underwriting and Financial Analysis – Financial Statement Analysis – The Balance Sheet – Ratio Analysis.

Pricing the Insurance Product: Mathematical Basis for Insurance Pricing – Regulatory Objectives – Risk Premium – Estimating the Risk Premium – Prospective Risk Analysis – Principles and Use of Retrospective Rating – Effects of Change in Political, Environmental, Social, Technological, Legal and Economic Conditions.

Perils and Clauses of Insurance Policies: Meaning of Peril – Components of an Insurance Policy – Named Perils vs All Risk Agreements – Common Policy Conditions – Clauses Limiting Amounts Payable.

Underwriting in Life Insurance: Concept of Underwriting – Different Classes of Lives and the Standard for Classification of Risks – Factors of Insurability – Sources of Information for Underwriting – Classification of the Underwriting Process – Methods of Rating Sub-Standard Lives.

Underwriting in General Insurance – I (Fire and Marine): Underwriting of Fire Insurance – Fire Tariff Rules and Regulations – Standard Fire and Special Perils Policies – Fire Add on Covers – Fire Special Policies and Clauses – Fire Rating – Marine Underwriting – Cargo Insurance Coverages – Marine Duration – Cargo Underwriting – Hull Insurance.

Underwriting in General Insurance – II (Motor, Engineering, Aviation and Miscellaneous): Underwriting of Motor Insurance – Underwriting of Engineering Insurance – The Underwriting Factors – Aviation Insurance – Underwriting Considerations – The Methods of Rating – Factors Governing Rate.

Implementation of Operational Controls: Concept of Underwriting Authority – Auditing – Training

CLAIMS MANAGEMENT

Concept of Claims: Concept of Claims – Claims and Loss Assessment – Damages and Losses.

Classification of Claims: Classification of Insurance Claims – Classification of Claims-based on the Interests of Parties – Classification of Claims-based on Time Span of Politics.

Essential Elements of Claims: Insurance Contracts and Parties – Nature of Claims Payment – Essential Elements of Claims – Claims Management and Claims Handling.

Claims Procedure and Claimant: Notice of Event – Evidence of Loss – Multiple Claims and Reciprocal Claims.

Claims Procedure and Insurer: Claim Process and Insurer – Preliminary Investigation and Decision-making – Appointment of Loss Assessors and Surveyors – Role of Agent in Claims Settlements – Claims Payments – Payment of Claims in Courts – Rejection of Claims.

Claims Settlements: Claim Settlements – Delays in Claims Settlements – Claims and Underwriting of Policies – Frauds and Misrepresentations in Claims.

Marine Insurance Claims: Marine Insurance: Nature and Risks Covered – Types of Marine Insurance Policies – Assignment of Policies and Claims – Loss and Assessment in Claims Settlements – Payment of Charges and Expenses – Claims Settlement.

Fire Insurance Claims: Fire and Risk – Elements of Fire Insurance – Special Doctrines – Types of Policies and Losses Covered in Fire Insurance – Claims Disputes and Procedure – Settlements and Payments.

Public Liability and Motor Vehicle Insurances Claims: Public Liability Insurance – Settlement of Claims under Motor Vehicle Insurance – Legal Representatives – Transfer of Vehicle and Insurance Certificate – Compensation under the Motor Vehicle Insurance – Claims under Motor Vehicle Insurance – Claims Tribunal and Compensation.

Claims in Life Insurance Policies: Concepts of Life Insurance and Claims – Payment of Claims – Disputes in Life Insurances Claims – Proof of Age and Death – Settlement of Claims.

Claims under Social Insurances: Concept of Social Insurance – Events Covered under Social Insurance – Crop Insurance – Miscellaneous Insurance – Catastrophe Claims – Claims Fund and Claims Payment – The Role of Government in Claims Settlement.

Claims Disputes and Settlements: Claims Disputes – Types of Disputes – Conflict of Interests – Dispute Resolutions – Alternative Dispute Resolutions.

Arbitration and Claims Tribunals: Powers of Arbitral Tribunals and Claims Settlement – Procedure of Arbitration – Settlement – Arbitral Award – Appeals – Appointment and Constitution of Tribunal – Powers of Claims Tribunal – Powers of the State Government to make Rules.

IRDA and Insurance Ombudsman: Powers of IRDA in Claims Management – Role of Central Government in Claims Settlement – Appointment of Insurance Ombudsman – Ombudsman and the Insured – Ombudsman and the Insurer.

Insurance Management - II (Max Marks: 100, Duration: 3 Hrs)

REINSURANCE

Principles of Reinsurance: Concept of Reinsurance – History of Reinsurance – Development and Types of Reinsurance – Basics of Valid Reinsurance Contract – What the Parties Gain from Reinsurance Contract – Functions of Reinsurance – Concept of Retrocession.

Types of Reinsurance: Proportional Reinsurance – Non-Proportional Reinsurance – Facultative Reinsurance – Treaty Reinsurance.

Property and Casualty Reinsurance: Kinds of Risks in Property Reinsurance – Property Reinsurance – Underwriting Considerations – Casualty Reinsurance – Co-insurance.

Marine Reinsurance: Purpose of Marine Reinsurance – Marine Cargo Reinsurance – Marine Hull Reinsurance – Marine Reinsurance Program in India – Maritime Frauds.

Aviation Reinsurance: Classification of Aviation Insurance – Types of Aviation Reinsurance – Underwriting of Marine and Aviation Reinsurance – Premium Reserves.

Reinsurance Accounting and Financials: Purpose of Accounting – Main Types of Reinsurance Arrangements – Concept of Cash Flow.

Reinsurance Underwriting: Factors that Affect Reinsurance Business – Underwriting Policy – Underwriting Limits – Underwriting Management – Underwriting Guidelines – Life Reassurance – Reinsurance Pricing.

Claims Management: Corporate Claims Philosophy – Claim Notification – Claims Reporting and Claim Reserving – Duties of Cedent and Reinsurer – Claim Developmental Analysis – Over-Payment of Claims – Auditing.

Legal Principles – Reinsurance: Reinsurance as a Contract – Arbitration – Mediation – Regulatory Reinsurance Terms – Additional Clauses – Regulating Certain Kinds of Contracts.

Organization and Operations: Meaning and Types of Cession – Ceding and Assuming Reinsurance – Structures of Reinsurance – Record Keeping Concepts of Reinsurance – Types of Reinsurers – Design and Arrangement of Reinsurance Program.

Reinsurance Markets: Features of a Successful Reinsurance Market – Various Global Reinsurance Markets – The Indian Reinsurance Market – Role of Captives – Inward Reinsurance.

INSURANCE OPERATIONS

Overview of Insurance Operations: The Field of Insurance – Types of Insurers – Insurer Organizations – Risk Transfer Process – Objectives of Insurers – Constraints on Achieving Objectives – Measurement of Insurer Performance – Principal Functions of an Insurer – Interdependence among Functions.

Marketing in Insurance Operations: The Property-Liability Insurance Product – Role of Marketing in Property-Liability Insurance – Key Marketing Decisions – Marketing Objectives, Strategies and Plans – Marketing Functions – Functional Interdependence – Special Constraints on Property-Liability Insurance Marketing.

Distribution Systems: Insurance Market Intermediaries – Types of Insurance Distribution Systems – Market Distribution System Management – Functions of Insurance Agents – Distribution System Decisions.

Loss Control and Premium Auditing: Loss Control – Premium Auditing – Organization of the Premium Auditing Function.

Ratemaking Principles: Actuarial Services – Principles of Ratemaking – Rate Regulation.

The Ratemaking Process: Development of Ratemaking Data – Comparison of Ratemaking Methods – Other Lines of Insurance – Rate Filing.

Insurer Financial Management: Loss Reserve Analysis and Verification – Planning – Analysis of Reinsurance Requirement – The Evaluation of Insurers.

Claims Adjusting: The Claims Adjusting Process – Source of Liability.

Property Claims Adjusting: General Issues in Property Claims Adjusting – Challenges Facing Specific Types of Property Claims.

Liability Claims Adjusting: General Issues in Liability Claims – Challenges Facing Specific Types of Liability Claims.

ELECTIVES IN INTERNATIONAL BUSINESS

GROUP G

International Business Environment (Max Marks: 100, Duration: 3 Hrs)

An Overview of the Global Business Environment Understanding Globalization; The Global Business Environment & its Components; Social Environment; Cultural Environment; Political Environment; Economic Environment: Legal Environment; Regulatory Environment; Technological Environment; Tax Environment; Impact of Globalization on Business.

Process of Globalization Historical Perspective of Globalization; Need to Globalize; The Stages of Development of a Transnational Corporation; Challenges of Globalization; The Metanational Corporation.

Economic Environment Classification of Economies; Economic Indicators; Economic Integration.

Political Environment Types of Political Systems; Political Risk; Factors that Contribute to Political Risk; Analysis of Political Risk; Management of Political Risk.

Political Environment in Emerging Countries Political Environment in China; Political Environment in India; Political Environment in Brazil; Political Environment in Russia.

Political Environment in Developed Countries Political Environment in the United States of America; Political Environment in Japan; Political Environment in the Federal Republic of Germany (FRG) ; Political Environment in France; Political Environment in the UK; Political Environment in Canada; Political Environment in Italy; Political Environment in Australia.

Social Environment Society; Family; Demographic Issues; Global Environment Policy and Management Issues.

Cultural Environment Understanding Culture; Characteristic of Culture; Hofstede's Model; Influence of Culture on Consumption; Influence of Culture on Thinking Process; Influence of Culture on Communication Process; Managing Cross-Cultural Differences; Locating Relevant Cultural Information; Culture Shock

Social and Cultural Environment in Developing Countries Social and Cultural Environment in China; Social and Cultural Environment in Brazil; Social and Cultural Environment in Russia; Social and Cultural Environment in India.

Social and Cultural Environment in Developed Countries Social and Cultural Environment in the United States; Social and Cultural Environment in Japan; Social and Cultural Environment in Germany; Social and Cultural Environment In France; Social and Cultural Environment in the UK; Social and Cultural Environment in Canada; Social and Cultural Environment in Italy; Social and Cultural Environment in Australia.

An Overview of Technology Definition of Technology; The Choice of Technologies to Develop; Technology Development; Technology Transfer; Impact of Information Technology on Organizations.

Influence of the Internet on Business Description of Internet & Internet Tools; Vague Market Signals; Benefiting from Internet Channel; Internet, Infomediaries, Innomediaries; Industry Structure in the Age of the Internet; No First Mover Advantages.

Regulatory Environment Purpose of Regulation; Employment and Labor Laws; Discrimination in Employment; Environment and Pollution Control;

Intellectual Property Rights; Regulations Related to Product Promotion in Different Countries; Securities Regulation in Different Countries; Anti-trust Law in the US; Regulatory Environment in Europe.

Tax Environment The Purpose of Taxation; Types of Taxation; Double Taxation; Taxation in Times of E-commerce.

Legal Environment Tariffs; Non-tariff Barriers; Trade in Textiles and the MFA ; Anti-dumping Laws; Foreign Investment Regulations; Litigation and Dispute Settlement; Cyber Laws; INCO Terms.

International Management –I (Max Marks: 100, Duration: 3 Hrs)

SECTION I: INTERNATIONAL FINANCE

Part I: International Economics

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

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

International Trade Finance in India: Import Financing, Letters of Credit, Export Financing, EXIM Bank, Exchange Control Regulations Related to Merchant Transactions.

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

Part II: Global Financial System

International Monetary System: Exchange Rate Mechanisms, History of Monetary Systems – Gold Standard, Gold Exchange Standard, Bretton Woods System, Post Bretton Woods System, European Monetary System, Recent Developments.

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

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

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

Part III: Exchange Risk Management

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

Management of Exchange Risk: The Hedging Decision, Automatic vs. Discretionary Hedging, Cost of Forward Hedge, Choice of Currency of Invoicing, Internal Hedging Strategies: Leads, Lags, Netting, Offsetting, External Hedging: Forwards, Money Market Hedge, Futures and Options,

Hedging Contingent Exposures and Exposures with Uncertain Timing, Operating Exposure, Purchasing Power Parity and Real Exchange Rates, Determinants of Operating Exposure, Operating Exposure for Exporters and Importers, Assessing and Coping with Operating Exposure.

Part IV: International Projects

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

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

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

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

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

SECTION II: INTERNATIONAL TRADE

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

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

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

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

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

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

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

Current Developments

GROUP H

International Management –II (Max Marks: 100, Duration: 3 Hrs)

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 (Max Marks: 100, Duration: 3 Hrs)

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

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

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

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

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

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

Control and Coordination in MNCs Definition of Control and Implications; Establishing Control Systems; Degree of Control; Balance between HQ and

Subsidiary; Degree of Centralization and Amount of Autonomy; Types of Control Systems in MNCs; Control Systems and Strategy; Synthesizing Strategy.

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

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

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

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

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

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

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

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

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

ELECTIVES IN FINANCE

GROUP G

Securities Analysis (Max Marks: 100, Duration: 3 Hrs)

Investment Scenario: Concept of Investment – Investment Objectives and Constraints – Investment Classification – Financial Markets – Real Investment Avenues.

Risk and Return: Concept of Risk and Return – Reduction of Risk through Diversification – Quantifying Portfolio Risk and Return – Measurement of Risk in Portfolio Context – Security Market Lines and its Applications.

Stock Market in India: Markets and their Features – Development of Securities Markets in India – Regulation of Securities Markets – Stock Issuing Market (Primary Market) – Secondary Market – Trading and Settlement – Clearing and Settlement Procedure.

Security Market Indicators: Utility of Security Market Indices – Construction of Security Market Indices – Types of Security Market Indices in India – Limitations of Various Indices.

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

Fundamental Analysis: Objectives and Beliefs of Fundamental Analysis – Framework for Fundamental Analysis – Concept of Intrinsic Value – Economic Forecasting Methods – Industry Analysis – Key Characteristics in an Industry Analysis – Industry Life Cycle – Business Cycle Analysis – Structural Analysis – Company Analysis.

Impact of Changes in Accounting Policies: Changes in Accounting Policies – Depreciation – Valuation of Fixed Assets – Foreign Exchange Transactions – Amortization of Preliminary and other Expenses – R&D Expenditure – Valuation of Inventory – Treatment of Gratuity – Lease Accounting.

Equity Stock Valuation Models: Valuation Methods – Measures of Relative Value – Free Cash Flow Model to Equity Model – Quantitative Analysis – Value Added Concept – Evaluation of Security Analysis

Bond Valuation: Strategic Role of Bonds: An Investor's Point of View – Bond Terminology – Types of Bonds – Value of a Bond – Bond Returns – Assumptions Underlying YTM – Bond Price Theorems – Accrued Interest – Riskiness of Bonds – Determining the Interest Rates – Forecasting Interest Rate Trends – Term Structure of Interest Rates – Interest Rate Risk and Duration – Bond Price Volatility – Immunization – Analysis of Deep Discount Bonds – Analysis of Convertible Bonds – Analysis of Tax-Sheltered Fixed Investment Avenues.

Efficient Market Hypothesis: Concept of Efficiency of the Stock Markets – Forms of EMH – Empirical Tests of EMH in the Indian Market – Description of Tests of EMH.

Technical Analysis: Concept of Technical Analysis – The Dow Theory – Types of Charts – Price Patterns – Trend Lines – Trend Channels – Support and Resistance Levels – Relative Strength Analysis – Moving Averages – Breadth of the Market – Volume – Momentum – Advanced Technical Tools – The Confidence Index – Contrary Opinion Theories – Oscillators – Stochastics – Elliott Wave Theory – Academic Perspective of Technical Analysis.

Futures: Forward Contracts – Futures Contract – Interpretation of Futures Price Quotations – Trading Mechanism of Futures – Basis and Spread –

Hedging with Futures – Clearing and Settlement of Futures – Interest Rate Derivatives in India.

Options: What Options Mean? – Options Terminology – Pay-off from Options – Trading Process – Options Market in India – Settlement of Options Contracts.

Warrants and Convertibles: Bonds with Warrants – Convertible Bonds – Callable Bonds – Floating Rate Notes – Dual Currency Bonds – Equity Index-linked Notes – Commodity-linked Bull and Bear Bonds – Swap-Linked Notes.

Real Assets: Real Assets – Appraisal of Real Assets – Approaches to Estimate the Market Value – Methods to Calculate the Capitalization Rate – Subjective Factors Affecting the Value of Real Estate.

Mutual Funds: The Concept and Objectives of a Mutual Fund – Types of Mutual Funds – Advantages of Mutual Funds – Mutual Fund Services – Organization and Management of Mutual Funds – The Mutual Fund Scene in India.

Portfolio Management (Max Marks: 100, Duration: 3 Hrs) Introduction to Portfolio Management (A): Meaning of Investment – Necessity of Investment Policy – Inputs to a Policy Statement – Investment Motives – Risks in Investment – Need for Portfolio Management – The Portfolio Management Process.

Investment Policy (A): Different Types of Investors, their Needs and Weaknesses – Implementing Investment Strategies – Investment Objectives and Constraints of Different Types of Investors – Psychology of Risk – Significance of Behavioral Finance – Individual Investors – Institutional Investors – Drivers of Investment Policies – Setting Objectives for the Institutional Investors – Investment Policies of the Institutional Investors.

Capital Market Expectations (A): Forecasting the Capital Market Environment – Macroeconomic Variables Affecting Capital Market Expectations – Short-Term Forecasting Techniques – Impact of Inflation – Nature of an Effective Forecast.

Asset Allocation: Policies and Procedures (A): Asset Allocation Process – Types of Asset Allocation – Management Style – Different Approaches to Asset Allocation Decision.

Capital Market Theory (A): Markowitz Model and Efficiency Frontier – Evolution of Capital Asset Pricing Model – Dominant Portfolio – Separation Theorem – Capital Market Line – CAPM – Security Market Line – Application of CML and CAPM.

Arbitrage Pricing Theory (A): Arbitrage Pricing Model – Arbitrage Mechanism – Comparison of CAPM and APT – Applications of APT.

Portfolio Analysis (A): Components of Risk and Return – Systematic and Unsystematic Risk – Beta of a Portfolio – Portfolio Diversification – Marginal Productivity of Incremental Assets – Perils of Excessive Diversification.

Optimal Portfolio Selection (A): Concept of Indifference Curves – Efficient Set Theorem – Optimal Portfolio Selection.

Portfolio Revision (A): Need and Importance of Portfolio Revision – Pitfalls to be Avoided in Portfolio Revision – Portfolio Revision Techniques – Practical Problems in Portfolio Revision – Selection and Revision of Equity Portfolios.

Measuring and Evaluating Portfolio Performance (A): Meaning and Importance of Portfolio Performance Measurement – Measures of Return – Buying the Index Approach – Performance Evaluation of the Portfolio Manager – Evaluating Asset Class Managers.

Equity Portfolio Management (A): Efficient Market Hypothesis – Passive vs. Active Management Strategies – Types of Passive Portfolios – Active Management Styles and Strategies – Combining Active and Passive Styles – Factor-Based Approach – Equity Style Management – Book Value/Market Value Ratio.

Fixed Income Portfolio Management (A): Fixed Income Portfolio Management Strategies – Passive Management – Semi-active Management – Active Management – Use of Derivatives in Fixed Income Portfolio Management – International Fixed Income Portfolio Management.

Portfolio Management Using Futures (A): Features of Index Futures Contracts – Pricing of Index Futures Contracts – Stock Index Arbitrage.

Portfolio Management Using Options (A): Generic Terms Used in Options – Factors Influencing Option Prices – Elementary Investment Strategies – Trading Strategies of Options.

GROUP H

Treasury & Forex Management (Max Marks: 100, Duration: 3 Hrs)

PART I: TREASURY MANAGEMENT

Scope and Functions of Treasury Management: What is Treasury Management? – Structure and Organization of Treasury Management – Role of Chief Financial Officer – Functions of Treasurer and Controller – Responsibilities of Treasurer.

Time Value of Money: The Concept of Time Value – Future Value of a Single Flow (lump sum) – Future Value of Multiple Flows – Future Value of Annuity – Present Value of a Single Flow – Present Value of Uneven Multiple Flows – Present Value of Annuity.

Valuation of Securities: Concept of Valuation – Bond Valuation – Bond Value Theorems – Equity Valuation.

Financial Forecasting: Need for Forecasting – Financial Statement Analysis – Ratio Analysis – Funds Flow Analysis.

Short-term Financial Planning: Working Capital Management – Financing Current Assets – Cash Management – Inventory Management – Receivables Management.

Financial Markets and Instruments: Financial Systems and Financial Markets – Money Market Instruments – An Overview of the Capital Markets.

Long-term Funds: Needs and Sources: Sources of Long-term Finance – Theory of Capital Structure – Capital Expenditure Decisions – Dividend Policy.

Leverage: The Concept of Leverage – Measures of Leverage.

Lease Financing: What is Leasing? – Advantages and Disadvantages of Leasing – Return to Lessor and Cost to the Lessee.

Internal Treasury Controls: Accounting and Control – Various Measures of Controls – Information Systems and Reporting – Measuring Treasury Performance – Failure of Controls.

Tax Planning and Treasurer: What is Tax Planning.

Managing Bankruptcy: Factors Leading to Bankruptcy – Symptoms of Bankruptcy – Bankruptcy Costs – Bankruptcy Prediction Models – Case Study – Barings.

Banking Relationships: Services Rendered by Banks – The Indian Banking Services – Selection of Bankers and Lenders – Managing Banking Relationships.

Managing Investor Relationships: Types of Investors – Information needs of the Investment Community – Investor Relations Programs – Dealing with Hostile Press.

PART II: FOREX MANAGEMENT

International Economics and International Finance: International Trade – Theories of International Trade – International Monetary Systems – Balance of Payments.

International Financial Markets and Instruments: Origin of International Markets – International Capital Market Instruments – The Players.

The Foreign Exchange Market: The Structure – Different Types of Quotations – Different Types of Transactions – Forex Dealing Room Operations.

Exchange Rate Determination: Purchasing Power Parity (PPP) – Different Forms of PPP – Reasons for PPP not Holding Good Always.

Financing of International Trade: Documents used in International Trade – Import Financing – Export Financing – The Role of EXIM Bank – Export Credit Guarantee Corporation (ECGC).

Introduction to Derivatives: Financial Futures – Foreign Currency Options – Financial Swaps.

Strategic Financial Management (Max Marks: 100, Duration: 3 Hrs)

Strategic Financial Management: An Overview: Financial and Non-financial Objectives of a Company – Agency Theory – Reasons for Conflicts of Interest – Strategic Financial Planning – Long-term and Short-term Financial Planning in a Company.

Firm's Environment, Governance and Strategy: Business Environment of a Firm – Operational Structure of a Firm – Financial Structure of a Firm.

Valuing Real Assets in the Presence of Risk: Tracking Portfolios and Real Asset Valuation – Different Approaches of Valuing Real Assets.

Allocating Capital and Corporate Strategy: Valuing Strategic Options with the Derivatives – Weighted Average Cost of Capital.

Real Options: Comparing Financial and Real Options – Various Types of Real Options – Applications of Real Options – Drawbacks of Real Options.

Capital Structure: Optimal Financial Leverage – Capital Structure Theories – Capital Structure in Imperfect Market – Bankruptcy Costs and Capital Structure – Agency Costs and the Capital Structure – Financial Signaling through Capital Structure Decisions – Strategic Determinants of the Capital Structure.

Dividend Policy: Dividend Pay-out Models – Strategic Determinants of Dividend Policy – Bonus Issues and Stock Splits – Earnings Distribution through Share Repurchases – Theories of Dividends.

Managerial Incentives: Factors Affecting Managerial Incentives – Separation of Ownership and Control – Factors Influencing Managerial Incentives – Value Based Management.

Decision Support Models: The Modeling Process – Models for Maximizing Shareholder Value.

Financial Statement Analysis: Tools and Techniques in Financial Statement Analysis – Industry and Company Analysis – Ratio Analysis and Performance – Du Pont Analysis – Comparative Analysis.

Financial Distress and Restructuring: Meaning of Bankruptcy – Factors Leading to Bankruptcy – Symptoms of Bankruptcy – Bankruptcy Prediction Models – Effects of Financial Distress – Reorganization of Distressed Firms.

Working Capital Management: Working Capital Leverage – Weighted Operating Cycle – Cash Management Models.

Strategic Cost Management: Value Chain Analysis – Activity Based Costing – Target Costing – Quality Costing – Life Cycle Costing – Product and Project.

Corporate Risk Management: Nature of Risk – Approaches to Risk Management – The Process of Risk Management – Techniques of Risk Management – Risk Management Guidelines.

Risk Management and Corporate Strategy: Modigliani-Miller Theorem – Hedging Choice of the Investor – Motivations Behind Hedging – Hedging and Managerial Incentives – Types of Foreign Exchange Risk Management.

Enterprise Risk Management: Risk Management – Various Types of Risks – Systems and Processes – Implementing ERM.

ELECTIVES IN HUMAN RESOURCE MANAGEMENT

GROUP G

Performance Measurement and Reward Systems (Max Marks: 100, Duration: 3 Hrs)

Introduction Hostility to Traditional Appraisals; Alternative Best Practices; What is New in Performance Management; Meaning of Work; What is Performance; Managing Performance.

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

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

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

Components of Managee Performance & Development Plan Role Description; Performance Standards; Assignments for Systems and Managee Development.

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

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

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

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

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

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

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

Transmuting Learning into Action Defining Organizational Effectiveness; Leadership and Change; Rules of Thumb for Change Agents; Performance Management Skills.

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

Recruitment, Training and Development (Max Marks: 100, Duration: 3 Hrs)

RECRUITMENT

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

Seeking Applicants Recruiting Internally or Externally; Assessing Sources of Recruitment; Making Choices.

Attracting Applicants Planning Adverts; Designing Adverts; Monitoring Results.

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

Interviewing Candidates Making Plans; Starting an Interview; Questions and Answers; Concluding an Interview.

Testing Candidates 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

Starting Work Settling in; Appraising the New Employee.

TRAINING AND DEVELOPMENT

What is Training Assumptions for Prevailing and Alternative Concepts of Training; Action through Training or Action through Force.

Training Strategy Four Strategic Issues; Three Basic Phases; Modalities in Training.

Overview of the Training Process Three Phases in the Training Process; The Learning Spiral for Participants; The Training Process for Participants' Organizations.

Establishing Objectives and Preparing the Partners Organizational Collaboration through Clarifying Needs; Two Dilemmas of Development; Clarifying Individual Motivation for Training; Seven System Functions with Candidates for Training.

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.

Developing Group and the Climate The Social Process: Three Aspects.

Trainers and Training Styles Trainers' Role: Three Hidden Functions; Trainers' Style: Unique, Appropriate, Flexible.

Post Training Support for Improved Performance at Work Redressing Four Common Imbalances in Training Programs; Supporting Innovation at Work.

Evaluation of Training Two Sets of Issues for Evaluation.

The Training System System Goals and Approaches to System Development; Tasks of the Training System.

Training Centers and Like Institutions Consistent Learning Environment for Participants.

Action Research for Better Training Some Questions for Trainers to Study.

GROUP H

Leadership and Change Management (Max Marks: 100, Duration: 3 Hrs)

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.

The Making of a Leader Making of a Leader; Developing Next Generation Leaders; Tying Leadership Development to Organization Goals.

Leading a Learning Organization Learning; The Learning Organization; Leading a Learning Organization.

Coaching Leaders Demystifying Coaching; The Leader as a Coach; Improving as a Coach.

Developing Performing Teams Moving from Command and Control to Teamwork; Understanding Teams and Teamwork; Principles Of Great Teams; Team Size and Skills; Leadership Approaches that Foster Team Performance; Team Learning.

Leadership Succession Leadership Succession: An Overview; Importance of the Right CEO; Insider Vs Outsider for CEO Job; Choosing The Right CEO; Women CEOs.

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.

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.***

Strategic Human Resource Management (Max Marks: 100, Duration: 3 Hrs)

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 to Strategy HR's Emerging Role in the Formulation and Implementation of Strategy; Models Integrating Strategy and HR; Economic Indicators of HRM.

HRM and Organizational Strategies HR and Corporate Strategy; HR and Business Strategy; Human Resource Strategy Framework.

Redesigning Work Systems Designing Work Systems; Redesigning Work Systems; Organizational Design Processes; Factors Affecting Design Processes; Organizational Structure; Types of Organizational Structure; Enacting Strategy for Structure; Emerging Issues in Organizational Redesigning.

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

Strategic Acquisition of Human Resources Strategic Recruitment; Strategic Selection; Strategic Approaches on Staffing; Strategic Issues in Staffing; Impact of Technology on Staffing.

Strategic Implications of Training and Development Overview of Training and Development; Strategic Issues in Training and Development; Use of Technology in Training.

Performance Management and Evaluation Strategic Dimension of Performance Appraisal; Moving from Performance Appraisal to Performance Management; Organizational Appraisal - Balanced Scorecard; Economic Value Added (EVA).

Compensation and Strategic Human Resource Management Objectives of Compensation; Organizational Strategy, Goals and Compensation; Pay Elements; Compensating Individuals; Compensating Groups; Compensating the Chief Executive Officer(CEO); Employee Motivation; Job Evaluation; 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 Business; Level 5 Leadership; Women CEOs; Managing Technological Innovation.

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 Separation; Concept of Downsizing; Areas Affected by Downsizing; Concept of Turnover; Relationship between Downsizing and Outsourcing.

Knowledge Management and Human Resources Characteristics of a Knowledge Organization; Relationship Between Knowledge Management and HR; Importance of Intellectual Capital; Managing Intellectual Capital; Role of the Knowledge Manager.

International Human Resource Management Introduction to International Human Resource Management; Approaches to IHRM; Managing Culture and Diversity; Forces Contributing to Diverse Workforce; Dimensions of

Diversity; Diversity Processes; Strategic Issues in Managing a Diverse Workforce; Challenges and Emerging Issues in IHRM.

Mergers and Acquisitions Mergers and Acquisitions; Types of Mergers; Strategic Management of HR during Mergers; Significance of Organizational Culture During Mergers; Role of HR Departments and HR Professionals during 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; HR Outsourcing as a Best Practice; Outsourcing and HR Department; Making the Outsourcing Decision; Outsourcing in the Future; Problems Associated with Outsourcing

Human Resources and Information Technology Impact of IT on HRM; Technologies Affecting HRM; Human Resource Innovations; Conventional HRM to Web Based HRM: Transition; Application Software for Human Resources Practices; Impact of IT on Training and Development; Impact of IT on Labor Relations.

Ethical Issues in Strategic Human Resource Management Core Concepts in Ethics; Gender Differences; Ethics at the Workplace; Ethical Issues in Labor-Management Relations; Manager-Shareholder - Conflict of Interest.

ELECTIVES IN MARKETING

GROUP G

Advertising & Communication (Max Marks: 100, Duration: 3 Hrs)

Marketing Communications: An Overview Marketing Communications; Marketing Communication Mix; Factors Affecting the Marketing Communication Mix; Marketing Communication Process.

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

Modelling for Marketing Communication Evolution of Communication Models; Models of Marketing Communication.

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

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

Advertising Objectives and Planning Advertising Plan; The Briefing Process; The Advertising Production Process.

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

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

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

Mass Media Promotions Newspapers and Advertising; Magazines and Advertising; Radio and Advertising; Television and Advertising.

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

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

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

Public Relations Types of Public Relations; The Process of PR; Measurement and Evaluation of PR Effectiveness; Tools for Measuring PR Effectiveness; Role of Public Relations in Crisis Management.

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

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

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

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

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

Brand Management Brands and their Significance; Characteristics of Successful Brands; Role of Brands; Branding Strategies; Brand Equity; Brand Loyalty; Brand Awareness; Perceived Quality; Brand Associations; Branding and Marketing Communications; International Branding

Considerations; Brand Management During Recessions; Corporate Image and Brand Management .

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

Services Marketing (Max Marks: 100, Duration: 3 Hrs)

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; New Avenues in Services Marketing.

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; Uses of Marketing Research Information; Upward Communication.

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/ Individual Service.

Positioning and Differentiation of Services Definition and Concept of Positioning; Positioning Strategies; Value Chain in Services; Differentiation of Services; 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.

The Marketing Mix Elements Marketing Mix in Traditional Marketing; Inadequacy of Four Ps for Marketing Services; 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; Key Intermediaries in 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; Balancing Marketing and Operations.

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

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.

Supplementary Services Importance of Supplementary Services; Classification of Supplementary Services; Implications of Supplementary Services.

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.

Marketing Planning for Services Marketing Planning Process; Strategic Context; Situation Review; Resource Allocation and Detailed Planning.

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.

Tourism & Travel Services Marketing

Hotel Industry

Major Characteristics of Hotel Industry; Market Segmentation; Marketing Strategy; Marketing Mix; Recent Trends in Hotel Industry; Hotel Industry in India.

Tourism Industry Characteristics of Tourism Industry; The Tourism Marketing Mix; Recent Trends in the Industry; Tourism Industry in India.

Transportation Industry

Characteristics of the Industry; Transportation Marketing Mix; Transportation Industry in India.

Marketing of Financial Services

Banking Industry

Definition of Banking; Market Segmentation in Banking Industry; Marketing Mix of Banking; Recent Trends in Banking.

Insurance Industry

Market Segmentation in Insurance Industry; Marketing Mix for Insurance Industry; Recent Trends in Insurance Marketing.

Mutual Fund Industry

Definition of Mutual Fund; Market Segmentation; Marketing Mix of Mutual Fund Industry; Recent Trends in Mutual Fund Industry.

Portfolio Management

Definition of Portfolio Management; Market Segmentation and Marketing Mix; Recent Trends in Portfolio Management Industry.

Communication and Information Services

Telecom Industry

Characteristics of Telecom Industry; Market Segmentation; Marketing Strategy; Marketing Mix; Recent Trends in Telecom Industry; Future of Telecom Industry in India.

Courier Industry

Characteristics of Courier Industry; Market Segmentation; Marketing Strategy; Marketing Mix; Recent Trends in Courier Industry; Indian Courier Industry.

Media Services Marketing

Broadcasting Services

Media Services and Broadcasting; Consumer Behavior in Response to Broadcasting Services; Market Segmentation in Broadcasting; Marketing Strategy of Broadcasting Firms; Marketing Mix for Broadcasting Services; Recent Trends in Broadcasting; Broadcasting Industry in India.

Entertainment Services

Consumer Behavior in Response to Entertainment Services; Market Segmentation in Entertainment; Marketing Strategy for Entertainment Firms; Marketing Mix for Entertainment Services; Recent Trends in Entertainment; Entertainment Industry in India.

Print Media

Characteristics of Print Industry; Marketing Segmentation; Marketing Strategy; Marketing Mix; Recent Trends; Print Industry in India.

Professional Services Marketing

IT Services

Evolution of IT Services; Market Segmentation; Market Strategy; Marketing Mix; IT Industry in India.

Consultancy Services

Characteristics of Consultancy Services; Market Segmentation and Strategy; Marketing Mix; Challenges before the Indian Consultancy Industry.

Healthcare Services

Market Segmentation of Healthcare Industry; Marketing Strategy; Marketing Mix; Recent Trends in Indian Healthcare Industry.

Advertising Services Evolution of the Advertising Industry; Segmentation and Marketing Strategy of the Industry; Marketing Mix; Advertising Industry in India.

Retailing Industry

Characteristics of Retailing Industry; Marketing Segmentation; Marketing Strategy; Marketing Mix; Recent Trends; Retailing Industry in India.

Marketing of Education Services Classification of Education Services; Market for Educational Service; Characteristics of Education Services and Implications for Marketing; Education and Strategic Marketing; Marketing Mix and Education Service; Technology and its Role in Education; Education in India.

Charities Marketing The Role of Marketing in Charities; Business Functions in Charities Marketing; Management Tasks in Charities Marketing; Marketing Planning and the Marketing Mix; Charity Organizations in India.

GROUP H

International Marketing (Max Marks: 100, Duration: 3 Hrs)

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.

Sales & Distribution Management (Max Marks: 100, Duration: 3 Hrs)

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; Structure of the Book.

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.

International Sales Management Role of the Sales Manager in the International Market; International Sales and Marketing Opportunities; Challenges in International Sales Management; Strategic Issues for International Sales and Marketing; International Sales Techniques; Structures for International Sales Organizations; International Sales Management Practices.

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.

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 Careers.

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.

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.

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

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

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

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; Wholesaling in India; Future of Wholesaling.

Retailing Retailing and its Importance; Evolution of Retailing; Classification of Retailers; Strategic Issues in Retailing; Trends in Retailing; Future of Retailing.

Ethical and Social Issues in Sales & Distribution Management Ethics in Business; What is Corporate Social Responsibility; Evolution of Corporate Social Responsibility; Levels of Social Responsibility; What Influences Ethical Behavior; Management's Ethical Responsibilities.

ELECTIVES IN IT & SYSTEMS GROUP G

Data Warehousing and Data Mining (Max Marks: 100, Duration: 3 Hrs)

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

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

Data Warehouse Design Database Schema and their Types, Partitioning : Types, Strategies and Sizing of Partition, Aggregations, Data Marting - Designing and Costs, Meta Data and its Tools, System Managers, Data Warehouse Process Managers, Load Manager, Query Manager.

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

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

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

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

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

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

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

Software Project Management (Max Marks: 100, Duration: 3 Hrs)

Product and Process: Role of Software - Software characteristics - Applications - Myths - Process, methods and tools - Generic view - Process - M models - Software process models - Classical model (waterfall) - Prototype - RAD - Evolutionary - incremental, spiral, concurrent - Component based development model - Formal methods model - 4 GLs.

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

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

Project Estimation: Estimation - Important issues - Project planning objectives - Software scope - Resources - Models of estimation - Decomposition techniques - Software sizing - Problem based estimation -

LOC based estimation - FP based estimation - Process based estimation - Empirical models - COCOMO model - Putnam's model - Make / buy decision - Automated estimation tools.

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

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

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

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

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

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

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

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

Technical Metrics for OO Systems: Distinguishing characteristics of OO metrics - Metrics for OO design model - Class oriented metrics - The MOOD metric suite - Operation oriented metrics - Metrics for OO testing, Metrics for OO projects.

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

GROUP H

E-Business (Max Marks: 100, Duration: 3 Hrs)

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.

Cryptography, Computer Security + Disaster Recovery (Max Marks: 100, Duration: 3 Hrs)

Introduction to Communication Security: Security Attacks and Security Services, A Model for Internetwork Security.

Conventional Encryption: Conventional Model, Classical Encryption Techniques, Simplified Data Encryption Standards (DES), Cipher Design

Principles and Modes of Operation, Traffic Confidentiality and Key Distribution.

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

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

System Security: Intruder, Virus & Worm, Firewalls – Design Principles, Trusted Systems

Disaster Recovery Planning: Business Continuity Planning (BCP) Concepts, Impact of Disaster and importance of BCP, From Disaster Recovery to Business Continuity, Business Continuity for IT services, Tools and Technologies for BCP, Planning, Testing & Managing, Disaster Recovery Strategies, Strategic approaches for BCP, Network Strategy, Data Center Protection, Services Strategy, High Availability Solution, Case Studies.

ELECTIVES IN GENERAL MANAGEMEN

GROUP G

International Business Environment (Max Marks: 100, Duration: 3 Hrs)

An Overview of the Global Business Environment Understanding Globalization; The Global Business Environment & its Components; Social Environment; Cultural Environment; Political Environment; Economic Environment; Legal Environment; Regulatory Environment; Technological Environment; Tax Environment; Impact of Globalization on Business. - Process of Globalization Historical Perspective of Globalization; Need to Globalize; The Stages of Development of a Transnational Corporation; Challenges of Globalization; The Metanational Corporation.

Economic Environment Classification of Economies; Economic Indicators; Economic Integration.

Political Environment Types of Political Systems; Political Risk; Factors that Contribute to Political Risk; Analysis of Political Risk; Management of Political Risk.

Political Environment in Emerging Countries Political Environment in China; Political Environment in India; Political Environment in Brazil; Political Environment in Russia.

Political Environment in Developed Countries Political Environment in the United States of America; Political Environment in Japan; Political Environment in the Federal Republic of Germany (FRG) ; Political Environment in France; Political Environment in the UK; Political Environment in Canada; Political Environment in Italy; Political Environment in Australia.

Social Environment Society; Family; Demographic Issues; Global Environment Policy and Management Issues.

Cultural Environment Understanding Culture; Characteristic of Culture; Hofstede's Model; Influence of Culture on Consumption; Influence of Culture on Thinking Process; Influence of Culture on Communication Process; Managing Cross-Cultural Differences; Locating Relevant Cultural Information; Culture Shock

Social and Cultural Environment in Developing Countries Social and Cultural Environment in China; Social and Cultural Environment in Brazil; Social and Cultural Environment in Russia; Social and Cultural Environment in India.

Social and Cultural Environment in Developed Countries Social and Cultural Environment in the United States; Social and Cultural Environment in Japan; Social and Cultural Environment in Germany; Social and Cultural Environment In France; Social and Cultural Environment in the UK; Social and Cultural Environment in Canada; Social and Cultural Environment in Italy; Social and Cultural Environment in Australia

An Overview of Technology Definition of Technology; The Choice of Technologies to Develop; Technology Development; Technology Transfer; Impact of Information Technology on Organizations.

Influence of the Internet on Business Description of Internet & Internet Tools; Vague Market Signals; Benefiting from Internet Channel; Internet, Infomediaries, Innomediaries; Industry Structure in the Age of the Internet; No First Mover Advantages.

Regulatory Environment Purpose of Regulation; Employment and Labor Laws; Discrimination in Employment; Environment and Pollution Control; Intellectual Property Rights; Regulations Related to Product Promotion in Different Countries; Securities Regulations in Different Countries; Anti-trust Law in the US; Regulatory Environment in Europe.

Tax Environment The Purpose of Taxation; Types of Taxation; Double Taxation; Taxation in Times of E-commerce.

Legal Environment Tariffs; Non-tariff Barriers; Trade in Textiles and the MFA ; Anti-dumping Laws; Foreign Investment Regulations; Litigation and Dispute Settlement; Cyber Laws; INCO Terms.

Project Management (Max Marks: 100, Duration: 3 Hrs)

Project Management: An Overview 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 Management Environment Project Stakeholders; Organizational Influences; Socio-economic Influences; Environmental and Legal Influences; Project Phases and the Project Life Cycle.

Strategy and Project Management The Role of Strategy in Project Management; The Strategy Process; Resolving Trade-Off Decisions in Strategy; Deploying Strategy; Stakeholder Marketing.

Project Management Processes Project Processes; Process Groups; Process Interactions; Customizing Process Interactions.

Project Integration Management Project Integration; Project Plan Development; Project Plan; Project Plan Execution; Overall Change Control.

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 Analysis 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 and Environmental Analysis of Projects Technical Analysis; Environmental Analysis; Social Cost Benefit Analysis (SCBA).

Financial Analysis of Projects: An Overview Project Cost; Means of Financing the Project; Working Capital Requirements and Financing; Time Value of Money.

Cost of Capital Costs of Various Sources of Finance; Weighted Average Cost of Capital.

Project Appraisal Criteria Evaluation of Project Investments; Appraising Projects Using Non-discounting Criteria; Appraising Projects using Discounting Criteria; Simple, Non-Simple, Pure, and Mixed Projects; Appraising Projects with Special Features.

Risk Analysis in Capital Investment Decisions Types of Risk; Measuring Risk; Methods of Risk Adjusted Investment Appraisal; Calculating Standard Deviation of NPV; Advanced Techniques of Risk Analysis.

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

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.

Human Resource Management: Building Project Team Organizational Planning; Selecting the Staff Required; Building Teams.

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

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

Project Communication Management Project Communication Planning; Distribution of Information; Performance Reporting; Administrative Closure.

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

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

Project Quality Management Definition of Quality; International Quality Standards; The Cost of Quality; Project Quality Management Concepts;

Project Quality Control Tools; Process Capability; Acceptance Sampling; Quality Circles; Just-In-Time Management; Total Quality Management.

Project Procurement Management Project Procurement Planning; Solicitation Planning; Solicitation; Vendor Selection; Contracting; Contract Administration; Contract Change Management System; Contract Closing.

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

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

Management of International Projects Impact of the Business Environment on International Projects; Impact of Cultural Diversity on Projects; Multicultural Communication; Managerial Behavior in International Projects.

Management of Software and Information Systems Projects Unique Features of Software Project Management; Impact of Business Trends on Information Systems Projects; Impact of Latest Technology on Information Systems Projects; Similarity of Information Systems Projects with Projects in Other Industries; Differences between Information Systems Projects and Projects in Other Industries; Developmental Phases in Information Systems Projects.

Ethics in Project Management Ethics and Project Management; Code of Ethics for the Project Management Profession; Ethics Obligation Matrix; Ethics in Project Procurement.

Future of Project Management The History of Project Management; Organizational Considerations; New Trends in Project Management; Collaborative Project Management; Contemporary Issues in Project Management.

GROUP H

Leadership and Change Management (Max Marks: 100, Duration: 3 Hrs)

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.

The Making of a Leader Making of a Leader; Developing Next Generation Leaders; Tying Leadership Development to Organization Goals.

Leading a Learning Organization Learning; The Learning Organization; Leading a Learning Organization.

Coaching Leaders Demystifying Coaching; The Leader as a Coach; Improving as a Coach.

Developing Performing Teams Moving from Command and Control to Teamwork; Understanding Teams and Teamwork; Principles Of Great Teams; Team Size and Skills; Leadership Approaches that Foster Team Performance; Team Learning.

Leadership Succession Leadership Succession: An Overview; Importance of the Right CEO; Insider Vs Outsider for CEO Job; Choosing The Right CEO; Women CEOs.

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.

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.

E-Business (Max Marks: 100, Duration: 3 Hrs)

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

GROUP I

Business Policy & Strategy (Max Marks: 100, Duration: 3 Hrs)

Introduction to Strategic Management Evolution of the Concept of Strategic Management; Importance of Strategic Management; Components of Strategic Management; The Three Levels of Strategy Planning; Making Strategic Decisions.

Strategic Management Process The Process of Strategic Management; Strategic Decision Making; Practical Limitations of the Strategic Management Model.

Company Mission Vision; Mission Statements; Formulating a Mission Statement; Social Responsibility; Stakeholder Approach to Social Responsibility; Guidelines for a Socially Responsible Firm.

Analyzing the External Environment Remote Environment; Operating Environment; Environmental Scanning; Five Forces Model; Structural Analysis and Competitive Strategy; Structural Analysis and Industry Definition; How Competitive Forces Shape Strategy; Designing Opportunistic Strategies; Formulation of Strategy.

Evaluating the Multinational Environment Considerations for a Multinational Firm; Why Companies Internationalize; Considerations Prior to Internationalization; Development of an MNC; Complexity of the Multinational Environment; Control Problems for the Multinational Firms; Multinational Strategic Planning; Multi-Domestic industries and Global Industries; Multinational Challenge; MNC Mission Statement.

Internal Analysis of the Company Value of Systematic Internal Analysis; Strategy and Internal Analysis; Analyzing Departments and Functions; Analyzing Management; The Human Side of the Enterprise; Quantitative Approaches for Evaluating Internal Factors.

Company Culture and Values Meaning of Culture; Culture and the Organization; Culture and Strategy Creation; Culture and Organizational Structure; Culture and Style of Management; Culture and Power; Determinants of Culture; Aspects of Culture; Levels of Culture; Changing the Culture; Culture and Values; Culture and Value Systems.

Formulating Long Term Objectives and Strategy Objectives: Meaning; The Need for Objectives; The Nature of Objectives; Levels of Objectives: Strategic to Operating; The Hierarchy of Objectives; Grand Strategies; Long-term Objectives and Strategy Sets.

Strategic Analysis and Choice Criteria for Evaluating Strategic Alternatives; Strategic Analysis at the Corporate Level; Strategic Analysis at Business Unit Level; Behavioral Considerations Affecting Strategic Choice; Contingency Approach to Strategic Choice.

Operationalizing the Strategy Identification of Annual Objectives; Developing Functional Strategies; Development of Policies.

Strategy and Structure Structural Considerations; The Role of Structure: Linking Structure to Strategy; Structure and Systems; Structure and Style of Management; The Role of General Managers.

Resource Management and Control Corporate Resource Planning; Functional Resource Planning; Policies, Procedures and Budgets; Allocating Resources; Issues of Measurement and Control Systems; Establishing Strategic Control; Operational Control Systems; Reward Systems; Crisis Management.

The Value Chain and Competitive Scope Identifying Value Activities; Defining the Value Chain; The Value Chain and Buyer Value; Competitive Scope and the Value Chain; Coalition and Scope; Competitive Scope and Business Definition; The Value Chain and Industry Structure; The Value Chain and Organizational Structure.

The Value Chain and Generic Strategies Value Chain and Cost Analysis; Cost Behavior; Linkages; Cost Advantage; Pitfalls in Cost Leadership Strategies; Differentiation Strategies; Buyer Value and Differentiation.

Mergers History of Merger Movement; Corporate Restructuring; Economic Rationale for Major Types of Mergers; The Role of Industry Life Cycle; Reasons for International Mergers and Acquisitions.

Acquisitions and Divestitures Motives for Divestitures; Assembling the Divestiture Team; Preparing the Divestiture; Contents of the Offering Memorandum; The Selling Process; Financial Defensive Measures; Anti-

Takeover Amendments; Position Pill Defense; Targeted Share Repurchase and Standstill Agreements; Strategic Reactions by Targets.

Joint Ventures and Leveraged Buy-Outs Joint Ventures; Joint Ventures in Business Strategy; Rationale for Joint Ventures; Reasons for Failure of Joint Ventures; Leveraged Buy Out.

Managing Change Meaning of Change; Forces for Change; Types of Change; Change Process; Resistance to Change; Strategies for Implementation and Change; Power; Politics; Effects of Power and Politics on Strategic Change.

The Strategist The Role of the Strategist; Risk; Manager and Strategy; The General Manager and Strategy; The Board of Directors and Strategic Management; The Chief Executive Officer and Strategic Management.

Challenges for the 21st Century Global Competitiveness in the New Millennium; Considerations for Strategies in the 21st Century; Emergence of a Knowledge Worker; Role of a Knowledge Worker; E-Commerce the Central Challenge; The CEO in the New Millennium.

Business Ethics & Corporate Governance (Max Marks: 100, Duration: 3 Hrs)Business Ethics: An Overview Ethics: An Overview; Nature of Ethics; Objectives of Ethics; Business Ethics; Nature of Business Ethics; Relationship between Ethics and Business; Stages of Ethical Consciousness in Business; Need for Business Ethics.

Importance of Ethics in Business Ethical Theories; Market System; Importance of Trust in Business Relations; Integrative Social Contract Theory.

The Ethical Organization and its Corporate Code The Ethical Organization: An Overview; Judging the Ethical Nature of an Organization; Corporate Code; The Development of Corporate Code; Implementation of Corporate Code.

Ethics and Rule of Law The Rule of Law: An Overview; Relationship between Law and Moral Standards; Formulation of Law; Problems of Transforming Moral Standards to Legal Requirements.

Business Ethics and Environment Environmental Ethics; Environmental Issues; Greening; Green Initiatives; India in 21st century.

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 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 Global Business: An Overview; Ethical Issues in Various Countries; Regulatory Actions in Acquisitions of Global Business; Social Obligations in Global Business.

Corporate Social Responsibility: A Historical Perspective A Historical Perspective; The Non Conformist Challenge in Britain; Progressives in North America; Post-War Statism; Responses in the Thirties; Post- War Statism.

Corporate Responsibility: Stakeholders Stakeholders: An Overview; Internal Stakeholders; External Stakeholders.

The Role of Business in Society Tasks of Business in Society; The Social Challenge; Standards and Values.

Corporation: An Overview Definitions of the Word 'Corporation'; Evolution of the Corporate Structure; Purpose of a Corporation; Corporation as a 'Person'; Corporation as a 'Moral Person'; Corporation: Expectations of Society; Corporation: Expectations of the Market.

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 Board of Directors Role of Directors; Responsibility 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: Kumara Mangalam Birla Committee Report, CII Report, Cadbury Report, OECD Report; Corporate Governance: Company Law.

GROUP J

Integrated Case Studies (Max Marks: 100, Duration: 3 Hrs)