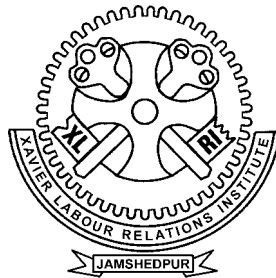


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**Syllabus of
Executive Postgraduate Programme
in
Management**



Office of the Coordinator
Executive Postgraduate Programme
XLRI Jamshedpur
June 2005

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❷ Offered as an elective in Finance area also.

❸ Offered as an elective in Economics area also.

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❷ Offered as an elective in Marketing area also.

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- ❶ Offered as an elective in Information Systems area also.
 - ❷ Offered as an elective in Strategic Management area also.
 - ❸ Offered as an elective in Organizational Behaviour area also.
 - ❹ Offered as an elective in Marketing area also.
 - ❺ Offered as an elective in Economics area also.
 - ❻ Offered as an elective in Finance area also.
 - ❼ Offered as an elective in General Management area also.
 - ❽ Offered as an elective in Production & Operations Management area also.

P R E F A C E

The Syllabus Book presents the broad objectives, structure, and contents of our Three-Year Executive Postgraduate Programme in Management. The syllabus is directional in scope and permits the much desirable flexibility to keep pace with the ever-growing body of knowledge, experiments and explorations in management education including the human side of enterprise.

This book contains the syllabi of the core and elective courses the institute has been offering. Electives for the Executive PG Programme will be offered from among these courses which would be decided by the respective areas depending on the need, availability of expertise and any other reasons which the institute deems fit for the students to specialise in their areas of choice within the framework of the rules of the institute with regard to specialization.

June 2005

XLRI Jamshedpur

PROGRAMME DESIGN AND REQUIREMENTS : EXEC-PGP 2005-08 BATCH

The Executive Postgraduate Programme in Management prepares executives for career enhancement by leveraging the rigors of a business management course without interrupting their career. The programme facilitates learning in theory and practice of different functional areas of management and to equip the students with an integrated approach to management function and managerial skills.

The courses are designed to develop - (i) analytical, problem solving and decision making abilities, (ii) awareness of the socio-economic environment, and (iii) personality with socially desirable values and attitudes. Towards these objectives and to suit the contents of each course, a variety of teaching methodologies, such as case studies, role-play, problem solving exercises, group discussion, computer simulation games, audio-visuals, are used in the programme.

The programme consists of 41 three-credit courses (23 core courses and 18 elective courses).

A student can opt for a dissertation in lieu of one full credit elective course in Term VII. However, only those students who secure a minimum CQPI of 6.00 upto Term V (i.e. in the courses of Term I to V) will be eligible to opt for dissertation on a topic of their choice in a related field of Management (for further details, refer Student Manual).

All the core courses and elective courses are of three credits each.

Each full credit course implies a total of 30 contact hours, and is organised during a Term of 15-20 days with each session of 2 hours. The courses are offered in the following areas :

1. Economics
2. Finance
3. General Management
4. Human Resource Management
5. Information Systems
6. Marketing
7. Organizational Behaviour

8. Production & Operations Management

9. Strategic Management

The 23 (twenty three) core (compulsory) courses are slated from Term-I to Term-V. The Term-wise distribution of core courses shall be 4-4-5-5-5. Elective courses will commence from Term-VI. A student is required to do 18 (eighteen) elective courses.

Out of the 18 electives in Exec-PGP programme, a student is free to choose electives from any area. However, to fulfil the requirement of area(s) of concentration, a student is required to do an equivalent of six full credit electives in each area, in any of the areas listed below :

1. Economics
2. Finance
3. Human Resource Management
4. Information Systems
5. Marketing
6. Production & Operations Management
7. Strategic Management

A student can opt for a maximum of two areas only. A few elective courses are common to more than one Area. Therefore, such electives will be counted in one area only as per the choice of the student.

The elective courses listed in this booklet are the total list of approved electives for the Programme. The list of electives to be offered in a particular term would be decided by the respective areas and communicated from time to time.

I. ECONOMICS

I.1 MACROECONOMIC POLICY & ANALYSIS

Objectives

- ☞ To provide an overview of an exchanged based economy
- ☞ To develop an analytical framework to understand the interlinkages among the crucial macroeconomics variables and various segments of an economy
- ☞ To analyze the implications of changes in policy measures for business and the economy

Topics

1. Introduction
 - Macroeconomic Analysis and its usefulness
 - Macroeconomic Schools of thought
2. National Income Accounting
 - Concepts
 - Assessment of Growth & Development
3. Working of the Economy at Aggregate Level
 - Conceptual Framework: Circular Flow of the Economy
 - Consumption, Investment Function and Multiplier
4. Inflation and Deflation
 - Inflationary & Deflationary Gaps
 - Business Cycles
5. Fiscal Policy
 - Taxes & Expenditure
 - Fiscal imbalance, implications and reforms
6. Monetary Theory and Policy
 - Money Demand and Supply
 - Financial Structure of the Economy
 - Interlinkages between Real & Financial Sectors
7. External Sector Dynamics
 - International Trade, Foreign Capital flows & Balance of Payment
 - Exchange Rate and Competitiveness
 - Interlinkages between Domestic & Foreign markets

I.2 MANAGERIAL ECONOMICS

Objectives

This course is designed to develop students' understanding of how to efficiently achieve the goals of the firm and to recognize how economic forces affect the organization. It is expected to enable the students to relate their acquired knowledge of the firm, and in particular managerial economics, in shaping their own management practices when they take up managerial responsibilities in the near future. The basic goal of the course is to improve management decision making in the context of a firm or organization.

Topics

1. The Firm in the Society
 - Demand & Supply Analysis, Production & Cost Analysis
2. Theoretical Foundations: Competitive Environment (Review)
 - Theory of the Firm and Market Structure
 - ☞ Perfect Competition, Monopoly, Monopolistic Competition & Oligopoly
3. Major Segments of the Global Economy & Economic Models of the Firm
 - Private Sector, Public sector, State owned enterprises, Transnational Enterprises
 - Neoclassical, Industrial, Contractual and PA Models
4. The Organization of the Firm
5. Internal Organization of the Firm, Part I
 - Vertical & Conglomerate Organization
6. Resource Based View of the Firm
7. Basic Game Theory: Concepts and Models
8. Industrial Organization (Market) Approach to Firms
9. Competition Policy
10. Internal Organization of the Firm, Part II
 - Horizontal or Multinational Organization
11. Joint Ventures & State Owned Enterprises
12. Trading Processes: Bargains & Auctions

I.3 ECONOMIC INDICATORS : DATABASE AND ESTIMATION

Objectives

Students would be able to

- ☞ Identify the appropriate and reliable data base for economically relevant indicators
- ☞ Estimate the different economic indicators using the data from various data sources
- ☞ Interpret the economic indicators and analyze the economic structure
- ☞ Forecast the future state of the economy and business cycles with the help of economic indicators using non-econometric methods.

Topics

1. Introduction to Various Data Sources and Accounting Methods
 - Data sources and their utility in estimation and forecasting
 - Accounting Methods
 - ☞ National Income Accounts
 - ☞ Input-Output Tables
 - ☞ Social Account Matrix
 - ☞ Financial Social Accounting Matrix
2. Major Economic Indicators
 - Leading Indicators
 - ☞ Money supply, stock prices, vendor performance, etc.
 - Coincident Indicators
 - ☞ Industrial production, personal income, trade volumes, etc.
 - Lagging Indicators
 - ☞ Commercial loans, short term interest rates, etc.
3. Estimation of and comparison of National Progress
 - The origins of GDP and its current uses
 - Forecasting issues
 - International comparison
 - Parallel and alternative indicators
4. Prices, Wages and Inflation
 - Introduction to various CPIs and WPIs

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- Estimation of price indices and inflation
 - Benefits from using an alternative measure of inflation
 - Forecasting inflation
5. The Labour Market: Employment, Earnings and Productivity Figures
- Definitions of Employment, unemployment, activity & inactivity
 - The labour force survey and earning data
6. Short and Long Term Interest Rate
- What drives the short-term interest rates?
 - Which data releases to watch?
 - Determination of long term interest rates
 - Forecast of interest rates
 - ☞ Money supply, fiscal deficit and regulatory changes
 - ☞ Forecasting interest rates from the yield curve
7. Key International Indicators
- Balance of payments: Components and description
 - Exchange rates: Rupees relationship with US \$, Yen, Pound sterling, etc.
 - Estimation of composite exchange rates: REER and NEER
8. Major Indicators and Correlation between Different Markets
- Forecasting business cycles and future state of the economy
 - Composite leading indicators and forecasting performance

I.4 ECONOMICS OF HUMAN RESOURCES

Objectives

As there is sea-change in the economic front, the labour market is bound to be influenced. With the transfer of technology and the increasingly competitive business environment such transformation is often been quite dramatic.

In this course, which is a branch of applied economics, there will be an attempt to identify the principal theoretical approaches and to indicate the direction of empirical research in each area. Theories and examples that are applicable to free market mechanism will be discussed together with the problems and limitations of these tools when there exists a sizeable public sector in the economy.

Topics

1. Human Capital Theory
 - The Human Capital Model
 - Predictions of Human Capital Approach
2. The Demand for Human Capital
 - Short-run and Long-run Demand
 - Elasticities of Demand for Human Capital
 - The Laws of Derived Demand Limitations
3. The Theory of Individual and Household Labour Supply
 - A Life-cycle Approach to Labour Supply
 - Labour-Force Participation
 - Empirical Aspects of Labour Supply
 - Limitations
4. Occupational Choice
 - Hedonic Theory of Wages
 - Compensating Wage Differentials
5. Uncertainty, Screening and Signalling
 - Information in Labour Markets
 - The Job Search Model
 - Credentials or Screening Devices
6. Investment in Human Capital
7. Mobility of Human Resources
 - Turnover and Migration
8. Economic Issues in Compensation
 - Fringe Benefits
 - Incentive Pay
 - Internal Labour Market and Time Pattern of Compensation
9. Discrimination in Labour Market
10. Human Capital Market in Private and Public Sector
11. Unemployment Rate and Labour Market Flows
 - The Economics of Trade Unions
12. The Human Resources Market
 - Efficiency and Distribution

I.5 ENTREPRENEURSHIP AND NEW VENTURES

Objectives

The major emphasis of the course will be on creating a learning system through which management students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas. This will involve working together to investigate, understand and internalize the process of founding a startup. Bootstrap and guerilla tactics to gather resources - the technology, team, finance and market - to give birth to entrepreneurial businesses will be discussed.

The course is designed primarily for those who at some point of their career want to start their own ventures, or run their own family businesses. But it is equally useful to those who plan to work in or with new ventures either as venture capitalists, consultants to new firms or in new business development units of larger corporates.

Topics

1. The early career dilemmas of an entrepreneur
 - The entrepreneur's role, task and personality
 - A typology of entrepreneurs: Defining survival and success
 - Entrepreneurship as a style of management
 - The entrepreneurial venture and the entrepreneurial organization
2. Choosing a direction
 - Opportunity recognition and entry strategies: New product, Franchising, Partial momentum, Sponsorship and Acquisition
 - The strategic window of opportunity : scanning , positioning and analysing
 - Intellectual Property : Creation and protection
3. Opening the window: gaining commitment
 - Gathering the resources you don't have
 - The business plan as an entrepreneurial tool
 - Financial Projections: how to do them the right way
 - Debt, venture capital and other forms of financing
 - Sources of external support
 - Developing entrepreneurial marketing: Competencies, networks and frameworks
4. Closing the window: sustaining competitiveness
 - Maintaining competitive advantage
 - The changing role of the entrepreneur : mid career dilemmas
 - Harvesting Strategies versus Go for Growth

I.6 INDUSTRIAL ECONOMICS & COMPETITIVE STRATEGIES

Objectives

1. To help gain an understanding of :
 - i) The structure - conduct - performance relationship in an industry.
 - ii) The factors influencing these
2. To acquire the knowledge/skill to evolve competitive strategies and thereby determine the conduct of a firm in the market.

Topics

1. The welfare economics of Market Power
 - Measurement and Determinants of Market Power
 - Market Power and Pricing
 - The determinants of Dead Weight Loss
 - Market Power and Public Policy
2. (S-C-P) Structure - Conduct - Performance relationship S-C-P - Empirical appraisal.
3. Determinants and role of market structures
 - Monopoly
 - ☞ Dominant Firms
 - ☞ Durable Goods Monopoly
 - ☞ Pricing & Price discrimination
 - Oligopoly
 - ☞ Pricing
 - ☞ Game Theory
 - ☞ Other Models
 - Monopolistic Competition
 - ☞ Product Differentiation
4. Strategic Behaviour
5. Issues in Anti trust Economics
6. Issues in Regulatory Economics
 - Rationale for regulation
 - Optimal pricing for Natural Monopoly
 - Other issues

-
7. The legal framework of Antitrust Enforcement
 8. Economics of Information
 9. International Trade

I.7 INTERNATIONAL BUSINESS ECONOMICS

Objectives

The broad focus of this course will be

- ☞ To understand the important linkages between domestic economy and its external sector
- ☞ To gain the conceptual clarity of the theoretical aspects of international trade and finance
- ☞ To examine the broad pattern of changes in the international economic policy
- ☞ To examine the business implications of international economic environment
- ☞ To identify the basic macroeconomic relationships as they affect the behaviour of firm
- ☞ To incorporate international issues in designing corporate strategies in a fast changing environment.

Topics

1. International Monetary Systems
 - International Business Environment
 - International monetary System
 - European Monetary System and Emergence of Euro
2. Developing Countries' Concerns
 - Exchange Rate Policy of Developing Economies
 - India's Exchange Rate Regimes and Experiences
 - Nominal vs Real Exchange Rates, Bilateral vs Effective
 - Exchange Rates and the Economy
3. International Financial Flows
 - Emergence of International Financial Intermediation
 - Recent Changes in the International finance
 - Resource Flows to Developing Countries

-
4. Emerging Market Analysis
 - Country Risk Analysis
 - Foreign Investment Analysis: Direct and Portfolio
 - Currency Convertibility: Current Account and Capital Account
 - South Asian Currency Crisis
 5. International Trade
 - Developments in International Trade Theory
 - Trade Policy Instruments and Liberalization
 - World Trade Organization
 6. Legal Dimension in International Business

I.8 MANAGING PRIVATE-PUBLIC PARTNERSHIPS

Objectives

- ☞ Illustrate the value of partnerships in sectors like infrastructure, health, education, urban renewal and business development services.
- ☞ List factors critical to successful cooperation, and a suggested approach to planning, implementing, and operating successful public-private ventures.
- ☞ Discuss representative examples of public-private sector cooperation which have worked, and of others that have failed, including the reasons why.
- ☞ Recall the types of legal, regulatory, financial, procurement, contracting, management, administrative and public policy issues, which must be taken into account.
- ☞ Relate the relative strengths, weaknesses, advantages and disadvantages of different forms of cooperation, as viewed from the perspectives of the user community, a typical government agency and a typical private sector organization.
- ☞ Recognize and describe the various forms that public-private partnerships can take.
- ☞ Explain the approach to HR planning, financing and public relations required to ground successful PPP projects.

Topics

1. Rationale and options for PPP
 - Sector wise analysis of PPP leading to a methodology matrix to determine

which PPP option best fits a pilot project or sector. Discuss different types of PPP options ñ service / management contracts, joint ventures, divestiture, licensing, leases and concessions. Familiarize students with the planning priorities of the government that create windows of opportunity for the private sector.

2. Screening PPP Project Opportunities
 - ⇒ Pre feasibility Project Identification and Selection Process
 - ⇒ Cost comparator and value for money models to rank and select highest quality projects and decide on go or no- go
 - ⇒ Project finance and risk allocation, Planning for PPPs
 - ⇒ Credit enhancement techniques for PPP Project financing
3. PPP Procurement Strategies
 - ⇒ Selecting the appropriate Procurement Method for PPPs
 - ⇒ Procurement and Tendering Regulations for PPPs in India
 - ⇒ HR systems of government and civil society : whom to speak to and how in the bureaucracy
 - ⇒ PPP negotiations skills and techniques and risk mitigation strategies
4. Regulation, Monitoring and Compliance
 - ⇒ Key elements for an appropriate enabling and regulatory environment for PPPs
 - ⇒ Simulation : Structuring and regulating a PPP contract
5. Institutionalizing PPP Processes within public systems and within the private sector.

I.9 MONEY BANKING AND FINANCE

Objectives

The students should be able to

- ☞ Comprehend the need, definition, functions and economic significance of financial institutions and markets
- ☞ Understand the interdependence between financial markets and interest rates
- ☞ Comprehend the behavioral analysis of interest rates: risk, liquidity and term structure
- ☞ Identify the role played by the Central Bank and instruments of credit control

-
- ☞ Grasp the conduct of monetary policy and its effect on interest rate, credit availability, prices and inflation rate

Topics

1. An Overview of the Financial System
 - Saving and Investment
 - Money, Inflation & Interest
 - Banking and Non Banking Financial Intermediaries
2. Financial Markets and Instruments
 - Money market and Capital Markets
 - Financial Instruments: REPO, TBs, Equities, Bonds, Derivatives etc.
 - Characteristics of Financial Instruments: Liquidity, Maturity, Safety & Yield
3. Principles of Financial Markets & Interest Rates
 - Understanding Interest Rates
 - Risk and Term Structure of Interest Rates
 - Interdependence of Markets and Interest Rates
 - Rational Expectations & Efficient Markets
4. Economics of Banking (Depository) Institutions
 - Banking Institutions: Revenues, Costs and Profits
 - Basic Issues and Performance of Depository Institutions
 - Asymmetric Information & Banking Regulation
5. Central Banking, Monetary Policy & Regulation
 - The RBI as a Central Bank: Structure, Functions and Working
 - Reforms
 - The Current Regulatory Structure
6. Essentials of Monetary Theory
 - The Classical and Keynesian Theories of Money, Prices and Output
 - Rational Expectations and Modern Theories of Money and Income
7. Conduct of Monetary Policy & Interlinkages
 - Objectives and Targets of Monetary Policy
 - Policy Lags and Intermediate Targets
 - Rules Vs. Discretion in Monetary Policy
 - Interlinkages

II. FINANCE

II.1 BASIC FINANCIAL ACCOUNTING

Objectives

- ☞ To familiarize the students with financial statements and principles underlying them and to develop their skills in reading Annual Reports.
- ☞ To acquaint them in brief with accounting mechanics, process and system, but emphasis is laid on sound concepts and their managerial implications.
- ☞ To lay a foundation for developing their skills in interpreting financial statements.

Topics

1. Understanding Financial Statements (An Overview)
2. Interpreting Financial Statements (An Overview)
3. Accounting Mechanics, Process and System
 - Introducing Book Keeping and Record Maintenance
 - The concept of double entry and fundamental principles
 - Journal
 - Ledger
 - Trial Balance
 - Cash Book
 - Subsidiary Books
 - Bank Reconciliation Statement
 - Rectification of Errors
 - Final Accounts
 - Extended Trial Balance to Final Accounts
 - Final Accounts from Incomplete Records
4. Significant Accounting Policies, Accounting Standards
5. Certain Special Features of Corporate Accounting
6. Form and Contents of Financial Statements and Interfaces with Companies Act
7. Creative Accounting and Implications thereof
8. Analyzing and Interpreting Financial Statements
9. Cash Flow and Fund Flow Techniques

II.2 COST AND MANAGEMENT ACCOUNTING

Objectives

- ☞ To familiarize the students with cost records / statements and principles underlying them and to develop their skills in understanding and appreciating cost information.
- ☞ To acquaint them in brief with cost and management accounting mechanics, process and system, but emphasis is laid on sound concepts and their managerial implications.
- ☞ To develop an appreciation about the utility of cost information as a vital input for management information and decision making process.

Topics

1. Introduction to Cost and Management Accounting
2. Treatment of Overheads
3. Unit Costing (Cost Sheet)
4. Joint Product, By Products and Contract Costing
5. Process Costing
6. Maintenance of Cost Records, Cost Finance Reconciliation
7. Absorption Costing, Marginal Costing, Cost Volume Profit Analysis and Decision Making
8. Relevant Cost and Differential Cost
9. Budgetary Controls
10. Standard Costing
11. Inventory Management and Cost Audit (An Overview)
12. Activity Based Costing
13. Application of Costing concepts in the Service and Trading Sector

II.3 FINANCIAL MANAGEMENT - I

Objectives

This course aims at,

- ☞ Familiarising the students with the financial environment of business, especially the financial markets

-
- ☞ Imbibing knowledge about the decisions and decision variables involved in building the liability side of balance sheet of the firm
 - ☞ Developing the analytical skills by associating the tools and techniques with the situation
 - ☞ Developing skills for interpretation business information and application of financial theory in financing related decisions

Topics

1. Financial Environment of Business (with special emphasis on India)
 - General financial environment
 - Introduction to Financial Markets
 - Capital Markets
 - Primary Market
 - Basics of
 - capital market mechanism,
 - instruments,
 - financing and rating institutions, and
 - legal environment related to this.
 - Secondary Market
 - Basics of
 - stock exchanges and their role,
 - regulatory framework, and
 - transactions on stock exchange
 - Money Markets
 - Basics of
 - money market mechanism,
 - instruments,
 - institutions, and
 - legal environment related to this.
2. Corporate Financial Objectives and Functions
3. Financial Analysis
 - Ratio analysis (liquidity ratios, profitability ratios, turnover ratios, structural ratios, etc.)
 - ☞ Comparative balance sheet
 - ☞ Common size statement analysis
 - ☞ Trend analysis
 - ☞ Sickness prediction
 - Funds Flow analysis
4. Risk and Return Portfolio Theory

5. Sources of Funds (including regulatory framework)

- Types of securities
- Issuing the capital in market
- Pricing of issue
- Valuation of Stocks and bonds

6. Dividend policy and issue of bonus shares

7. Capital Structure Decision

- Modigliani-Millar proposition I and II
- Capital structure theories
- Interface with cost of capital

II.4 FINANCIAL MANAGEMENT - II

Objectives

This course aims at,

- ☞ Familiarising the students with the valuation of firm
- ☞ Imbibing knowledge about the decisions and decision variables involved in building the asset side of balance sheet of the firm
- ☞ Developing the analytical skills by associating the tools and techniques with the situation
- ☞ Developing skills for interpretation business information and application of financial theory in corporate investment decisions, with special emphasis on working capital management.

Topics

1. Valuation of the firm
2. Calculating cost of capital
 - Calculating cost of specific funds
 - Calculating weighted average cost of capital
3. Corporate Investment Decisions
 - Introduction
 - Cash flow projection
 - Evaluation techniques
4. Evaluation of lease contracts

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5. Corporate Restructuring
 - Mergers and acquisitions
 - ☞ Types of mergers
 - ☞ Evaluation of merger proposal
 - Take-over
 - Amalgamation
 - Leverage buy-out
 - Management buy-out
 6. Financial Restructuring
 - Share split
 - Consolidation
 - Cancellation of paid up capital
 - Other mechanisms
 7. Corporate Failure and Liquidation
 8. Working capital management
 - Working capital planning
 - Monitoring and control of working capital
 - Working capital financing
 - Managing the components of working capital
 - ☞ Cash management
 - ☞ Receivable management
 - ☞ Inventory management

II.5 ADVANCED MANAGEMENT ACCOUNTING

Objectives

- ☞ To provide necessary inputs to the students in form of iAdvanced Management Accountingî techniques. However, emphasis is laid on sound concepts and their managerial implications.
- ☞ To focus heavily on the practical and strategy aspects of iAdvanced Management Accountingî which will equip the students to apply their skills and knowledge effectively in the future while dealing with real life business problems / situations.
- ☞ To develop an appreciation about the utility and applicability of iAdvanced Management Accounting Techniquesî as an essential and integral component of management information for the purpose of the entire financial decision making process.

☞ To enrich the learning process through exposure to real life cases / business situations and live projects.

Topics

1. Financial Analysis applying advanced management accounting techniques.
2. Accounting Standards and their implications. (AS 14 onwards).
3. A thorough comparative study of US GAAP, UK GAAP and Indian GAAP
4. Creative Accounting and World Wide Accounting Scandals and implications thereof
5. Critical Evaluation of Sample Annual Reports
6. Accounting for Amalgamation
7. Consolidation
8. Short Term Decision Making and Pricing Decisions applying management accounting.
9. Strategic Profitability Analysis
10. Working Capital Estimation
11. Advanced Cash Management Techniques
12. Advanced Techniques for Management of Receivables.

II.6 BUSINESS ANALYSIS & VALUATION (Half-Credit Course)

Objectives

This course will have all the elements that would go into reviewing a potential investment opportunity. It is not a detailed course in one category, such as financial accounting, but it ties business strategy analysis, financial analysis, forecasting analysis, and valuation analysis together. This course takes the path to evaluating the opportunity to its fullest after one has gone through basics of strategy, finance, and accounting.

CAREER FOCUS ñ It is aimed at students who expect at some point in their careers to evaluate the performance, prospects, and value of a business.

EDUCATIONAL OBJECTIVES ñ The objective of the course is to provide hands-on experience in valuation especially using financial analysis.

Topics

1. Valuation Issues from Different Perspective & Business Analysis
2. Different Valuation Methods
 - Recasting Financial Statements
 - Applying Statistical Techniques
 - Equipment/Asset Valuation Approaches
 - Debt Assumption, Cost to Create & Advanced Market Approaches
 - Modified & Discretionary Earnings Techniques
 - Capitalization of Earnings & Discounted Future Benefits Approaches
3. Valuing Partnerships, ESOPs, Intellectual Property & Minority Interests
4. Corporate Taxes and Valuation, Use and Abuse by Experts

II.7 CAPITAL EXPENDITURE PLANNING AND CONTROL

Objectives

- ☞ To provide necessary inputs to the students in form of concepts, theories and financial management techniques related to capital expenditure / investment decisions.
- ☞ To aid the students in developing an integrated approach to capital expenditure decision-making process primarily emphasizing on sound concepts and their managerial implications.
- ☞ To focus heavily on the practical and strategy aspects of capital expenditure decisions which will equip the students to apply their skills and knowledge effectively in the future while dealing with capital expenditure decisions.
- ☞ To enrich the learning process through exposure to real life cases / business situations and live projects.

Topics

1. The fundamentals of capital budgeting (A recapitulation)
2. The fundamentals of cost of capital & capital structuring (A recapitulation)
3. Market Demand Forecasting Techniques
4. Financial Forecasting (emphasizing on cash flow forecasts)
5. Simple Risk Management Techniques in CAPEX Decision Making Process

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6. Leasing
 7. Interfaces with relevant Accounting Standards
 8. Interfaces with Excise Laws and Companies Act
 9. Interfaces with Income Tax Act
 10. Project Financing and other miscellaneous topics
 11. Sickness Prediction and Distress Restructuring
 12. Advanced Risk Management Techniques in CAPEX Decision Making Process
 13. Securitization (A practical insight)

II.8 COMMERCIAL BANKING

Objectives

- ☞ Providing an in-depth analysis of the commercial banking in the liberalized Indian economy
- ☞ Familiarizing the students with the regulating framework for banks in India
- ☞ Equipping the students with the tools used in interpreting and evaluating performance, productivity and efficiency of the banking organizations
- ☞ Equipping the students with the in depth knowledge of financial management in the banking organizations
- ☞ Familiarizing the students with the new banking practices and processes

Topics

1. Indian Financial System: An Overview
2. Indian Banking System
 - Banking Structure in India
 - Evaluation of the Banking System and Future Trends
3. Analysis of the Banking Structure and Performance Measurement
 - Interpreting Bank Balance Sheet & Income Expenditure Statements
 - Financial Statement Analysis and Bank Performance Measurement
 - ☞ CAR, NPA, Liquidity Ratios, Structural Ratios & Profitability Ratios

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4. Banking Regulations
 - Control of the Banking Sector by the RBI
 - ☞ CRR, SLR, CRAR and Income Recognition Norms, Provision for NPAs
 5. Management of Banking Organization
 - Loan Management
 - Investment Management
 - Liquidity Management
 - Profit and Growth Management
 - Asset Liability Management Using traditional GAP & Modern Techniques
 6. Mergers & Acquisition, Bancassurance and Universal Banking
 - Opportunity for Strengthening the Banking Organization
 7. Financial Innovations and Opportunities for Banks
 - Factoring, Securitization and Take Out Finance
 8. Technological Innovations and Opportunities for Banks
 9. International Banking
 - Organizational Structure, Activities and Regulation

II.9 CORPORATE TAXATION

Objectives

- ☞ The primary objective of this course is to familiarize the students with relevant provisions of taxation laws (both direct and indirect taxes) stressing on the tax planning considerations.
- ☞ Providing necessary inputs to the students for handling real life business problems efficiently using appropriate concepts of taxation laws.
- ☞ To acquaint them with the salient features of taxation laws but emphasis is laid on sound concepts and their managerial implications focusing on tax planning.

Topics

1. Introduction to Direct and Indirect Taxes
2. Indirect Taxes
 - Central Sales Tax
 - Service Tax
 - Excise Duty and CENVAT

3. Income Tax

- Introduction to Income Tax
- Exempted Income, Advance Taxes and TDS
- Personal Income Tax (Salaries Only)
- Profits and Gains of Business and Profession
- Capital Gains
- Set Off and Carry Forward of Losses
- Deductions from Gross Total Income
- Assessment Procedure
- Other Miscellaneous Provisions
- Tax Planning Considerations
- Major changes / Developments as per the last Union Budget

II.10 FINANCIAL MARKETS

Objectives

The course aims at:

- ☞ Familiarising the students with the Indian capital market, its operations, instruments, regulations etc.
- ☞ Helping students in acquiring analytical skills in the market analysis in the context of raising medium and long term funds
- ☞ Familiarising the students with the operations of secondary market mechanism
- ☞ Developing an appreciation among the students for the interfaces among government policies, capital market, investors and firms

Topics

1. Financial Markets

- Introduction
- Government economic philosophy and financial market
- Structure of financial market in India

2. Capital Market

- Capital Market Theory
 - ☞ Introduction, Concept, Role, Importance, Evolution in India etc.
 - ☞ Critical evaluation of the development
 - ☞ Future trends

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- Primary Market System and Regulations in India
 - ☞ Types of firm's interface with investors
 - ☞ Types of scripts
 - ☞ Issue of capital: process, regulations, legalities, pricing of issue, methods of issue, book-building, road-show, intermediaries in issue management
 - ☞ Managing shareholder relations
 - ☞ Primary market intermediaries: commercial banks, development banks, custodians, merchant bankers, issue managers, rating agencies etc.
 - Secondary Market System and Regulations in India
 - ☞ Stock exchanges in India: History and development and importance
 - ☞ Listing of scripts
 - ☞ On-line trading
 - ☞ Depositories: Growth, development, regulation, mechanism
 - ☞ OTC Exchange
 - ☞ Stock exchange mechanism: trading, settlement, risk management, investor grievances, basics of pricing mechanism, carry forward, Badala, automated lending and borrowing mechanism
 - ☞ Inside trading, circular trading, price rigging etc.
 - ☞ Players on stock exchange: investors, speculators, market makers, bulls, bears, stags
 - ☞ Stock exchange regulations
 - ☞ Stock Exchange Board
 - ☞ Stock indices
 - ☞ Role of FIIs, MFs and Investment Bankers
 - Regulations and Regulatory Agencies (Primarily SEBI)
 - ☞ For primary markets
 - ☞ For secondary markets

3. Other Topics

- Bond market in India: government bond market and its interface with capital market
- Debt market in India
- Interface between
 - ☞ Stock market and bond market
 - ☞ Primary and secondary markets
 - ☞ Capital market and money market
- Mutual fund: concept, mechanism, role etc.

II.11 FINANCIAL MODELING USING EXCEL

Objectives

Modeling techniques for accurate financial forecasting are used in many areas of finance, such as derivatives, valuation, project evaluation, deal structuring, portfolio management and the like. In the course, the participants will learn the model building skills required to build powerful models in finance with the help of excel. There are many features of model building that are common irrespective of the final model that one intends to build. In the course we will also emphasize on the different model building skills that one should have irrespective of the final use that one is going to make of it.

By the end of the course the participants should be better able to:

- ☞ Understand the basic and advanced features of excel
- ☞ Understand how to build models in excel to suit one's purpose
- ☞ Building models in different areas of finance including investments, corporate finance and derivatives
- ☞ Identifying and controlling the key sensitivities with advanced spreadsheet simulation
- ☞ Understand how risk can be built into the model to enhance decision making process

Topics

1. Understanding the basic features of excel
 - Introduction to Modeling
 - Introduction to Excel
2. Understanding advanced features of excel
 - Database functions in excel
 - Creating charts
 - Using forms and control toolbox
 - Understanding finance functions present in excel
 - Creating dynamic models
3. Sensitivity analysis using Excel
 - Scenario Manager
 - Other sensitivity analysis features
4. Simulation using Excel
 - Different statistical distributions used in simulation
 - Generating random numbers that follow a particular distribution

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- Building models in finance using simulation
5. Excel in Accounting
 - Preparing common size statements directly from trial balance
 - Forecasting financial statements using excel
 - Analyzing financial statements by using spreadsheet model
 6. Excel in Project Appraisal
 - Determining Project Viability
 - Risk Analysis in project Appraisal
 - Simulation in project Appraisal
 7. Excel in Valuation
 - Determination of Value Drivers
 - DCF Valuation
 - Risk Analysis in Valuation
 8. Excel in Portfolio Theory
 - Determining efficient portfolio
 - Creating dynamic portfolios
 - Portfolio Insurance
 - Fixed Income Portfolio Management Using Excel
 9. Excel in Derivatives
 - Black and Scholes Model in Excel
 - Greeks in Excel
 - Real Options Valuation
 10. Building a Mega Model
 11. Understanding Subroutines and Functions and building simple financial models using subroutines and functions
 - Recording and editing macros
 - Subroutines and functions
 - Decision rules
 - Message box and input box
 - Debugging
 12. Designing advanced financial models using VBA
 - User forms
 - Other advanced Features
 - Actual Model Building

II.12 FIXED INCOME SECURITIES

Objectives

This course is intended to analyze the fixed income securities markets and its implications for investments. It will analyze the following:

- ☞ Market characteristics, instruments, selling techniques of debt securities
- ☞ Pricing and valuation issues of fixed and floating rate instruments
- ☞ Risk and return of fixed income securities and their derivatives
- ☞ Bond portfolio management techniques used by institutional investors
- ☞ Finally, the interplay of government, corporates and institutional investors in the debt markets.

Topics

1. Fixed Income Securities Markets : Overview
 - Institutional Arrangements
 - Market Participants and Instruments
 - Investors Perspectives: Risk and Rewards
2. Treasury Securities Auction
 - Government Bond Markets
 - Auction Mechanisms
 - Uniform vs Discriminatory Auction
 - Auction and Repo Markets
 - Markets Implications of Auctions
3. Bond Mathematics
 - Time Value of Money
 - Price and Yield Conventions
 - Bond Valuation
4. Risk Identification in Bonds
 - Duration, Convexity
 - Immunization Strategies
5. Yield Curve Analysis
 - Par Value, Zero, Spot Curve
 - Term Structure of Interest Rates
 - Constructing Yield Curve: Bootstrapping

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6. Corporate Debt Markets
 - Structure, Rating, Spread
 - Issuers and Investors Perspectives
 - Valuation, Convertibles
 - Financial Distress, Bankruptcy
 7. Bond Portfolio Management Strategies
 8. Fixed Income Derivative Markets
 - FRAs, Swaps, Futures, Options
 9. Global Fixed Income Securities Markets: Indexing, Securitisation

II.13 INTERNATIONAL BUSINESS ECONOMICS

Objectives

The broad focus of this course will be

- ☞ To understand the important linkages between domestic economy and its external sector
- ☞ To gain the conceptual clarity of the theoretical aspects of international trade and finance
- ☞ To examine the broad pattern of changes in the international economic policy
- ☞ To examine the business implications of international economic environment
- ☞ To identify the basic macroeconomic relationships as they affect the behaviour of firm
- ☞ To incorporate international issues in designing corporate strategies in a fast changing environment.

Topics

1. International Monetary Systems
 - International Business Environment
 - International monetary System
 - European Monetary System and Emergence of Euro
2. Developing Countries' Concerns
 - Exchange Rate Policy of Developing Economies
 - India's Exchange Rate Regimes and Experiences
 - Nominal vs Real Exchange Rates, Bilateral vs Effective
 - Exchange Rates and the Economy

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3. International Financial Flows
 - Emergence of International Financial Intermediation
 - Recent Changes in the International finance
 - Resource Flows to Developing Countries
 4. Emerging Market Analysis
 - Country Risk Analysis
 - Foreign Investment Analysis: Direct and Portfolio
 - Currency Convertibility: Current Account and Capital Account
 - South Asian Currency Crisis
 5. International Trade
 - Developments in International Trade Theory
 - Trade Policy Instruments and Liberalization
 - World Trade Organization
 6. Legal Dimension in International Business

II.14 INTERNATIONAL FINANCIAL MANAGEMENT

Objectives

- ☞ To introduce the environment of international finance and its implications on international business.
- ☞ To analyse the nature and functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting.
- ☞ To define and measure foreign exchange risks and to identify risk management strategies.
- ☞ To explore the sources of long term finance and design financial strategies.
- ☞ To integrate the global developments with the changing business environment in India.

Topics

1. Intricacies of Foreign Exchange Markets
 - Spot and Forwards Exchange Rates
 - Eurocurrency and Domestic Interest Rates
 - Quotations and market rules
2. Parity conditions in International Finance
 - Purchasing Power Parity

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- Covered Interest Parity
 - Real Interest Parity
 - Parity Conditions and Managerial Implications
3. Forecasting Exchange Rates
 - Fundamental Factors Affecting Exchange Rates
 - Time Series Forecasting Models
 4. International Sources of Finance for the Firm
 - Bond Financing (Fixed and Floating Rate Notes)
 - Loan Financing (Syndicates Loans)
 - Securitised Financing (Euronote)
 - Equity Financing (GDR and ADR)
 - Features of Loan Agreements: Loan Negotiations
 5. International Financing Decision
 - Issues in Overseas Funding Choices
 - Economic Circumstances and overall Funding Choices
 - Funding and Risk Management Aspects
 6. Analysis of International Capital Budgeting, Cost of Capital of a Foreign Investment
 7. Foreign Exchange Risk Management
 - Conceptual Overview
 - Nature of Exposure (Economic, Transaction, Translation)
 - Hedging and Speculation
 8. Derivatives and Exposure Management
 - Currency Forwards
 - Currency Options
 - Currency Futures
 - Currency Swaps
 - Interest Rate Risk Management
 9. Framework of Managing Exposures, Accounting Implications of Forex Transactions
 - Derivatives Accounting, Risk Management in a Treasury

II.15 MERGERS, ACQUISITION AND CORPORATE RESTRUCTURING

Objectives

- ☞ To deal with the most current subject in depth.
- ☞ To inter-link the subject of finance with the major strategic decisions of a proactive firm.

Topics

1. Various Forms of Business Alliances
2. Strategic Choice of Type of Business Alliance
3. Who should go for Merger and Acquisition and Take-over
4. Defining and Selecting Target
5. Pricing of Mergers (Pricing the Competitive Bid for Take-over)
6. Negotiation/Approach for Merger, Acquisition and Take-over
7. Contracting
8. Implementation of Merger and Acquisition
9. Managing Post-Merger Issues
10. Legalities Involved in Merger, Acquisition and Take-over
11. Ethical Issues of Merger and Take-over
12. Accounting for Mergers
13. Financing the Mergers and Take-overs
14. Corporate Restructuring
15. Divestment and Abandonment

II.16 OPTIONS AND FUTURES

Objectives

The course aims to develop an understanding of the importance of financial derivatives and the institutional structure of the markets on which they are traded as well as developing the analytical tools necessary to price such instruments. The course will have three main parts:

- ☞ First, the most commonly traded derivative instruments will be introduced, and their role in the modern capital markets, in particular for risk

management, explained both from a theoretical as well as practical point of view.

- ☞ Second, there will be discussion on the institutional structure of the markets on which such instruments are traded.
- ☞ Third, the pricing of the derivatives instruments and the risk characteristics of derivatives will be discussed in detail.

The course will conclude with a discussion on derivatives application in India, namely index options and futures, computations of the index and its impact cost, and the analytical issues relating to trading in Indian markets.

Topics

1. Definition of Derivative Securities

- Brief history of derivatives, Evolution of Commodity, Currency, Stocks and Interest Rate Derivatives
- Structure of derivative markets, forwards, futures, options, swaps etc. Examples of more sophisticated derivatives: barrier options, compound options, options on futures, swaptions
- Underlying assets: equities, currencies, commodities and interest rates. Explaining cash Market microstructure and derivative markets, reasons for trading: risk management, speculation and arbitrage

2. Market Characteristics

- Futures and Options contract specifications, underlying asset, contract size, and delivery specifications. Marking to market using margin accounts. Familiarising with market quotes. Trading Strategies involving Options and Futures.
- Interest rate derivatives, Contractual specification: floating and fixed rate. Valuation of interest rate derivatives.

3. Derivatives Pricing Theory

- Option Pricing: Black-Scholes formula for option pricing: derivation and properties.
 - ☞ Volatility: estimated vs. implied, options on dividend-paying assets, warrants and convertibles.
 - ☞ Binomial models for option prices: definitions and terminology.
 - ☞ Continuous-Time Models.
- Futures Pricing: Pricing by arbitrage: relationship between futures and spot price (cost of carry and reverse cost of carry), difference between futures and forward price, futures on dividend-paying assets.

4. Risk Analysis and Management

- Risk Measurement and Management Framework, Option's delta, gamma, vega, theta, rho.
 - ☞ Hedging with futures. Derivatives Disclosure: Accounting Issues in Derivatives.

5. Options and Futures Applications in India

- Structure of Indian stock markets and the operational efficiency of options and futures, determination of the fair value of futures and options prices, Interactions between spot equity trading and trading in derivatives.
- Index Options and Futures, constructing an index, methodology of construction, trading an index. Conditions necessary to improve the market structure in India and policy interventions.

II. 17 RISK MANAGEMENT AND INSURANCE

Objectives

The Indian Insurance sector has traversed a full circle. Till 1956, when life insurance was nationalized, it was totally in the private sector. In 1971, commercial insurance was also nationalized. After around four decades of this nationalized monopoly, private sector participation has again been allowed. The ensuing competition is likely to offer challenging careers for MBAs. This course seeks to prepare the students for the same.

There are two kinds of career opportunities: one in the insurance companies *per se* and the other in terms of risk management in corporate sector using insurance as one of the tools. There are also other emerging career opportunities in insurance marketing and distribution, insurance advisory services and Third Party Administration (TPA) of insurance contracts.

This course will focus primarily on those concepts, techniques and issues in the context of a person aspiring for a career in insurance and risk management.

Topics

1. Risk: Alternative Definitions, Types of Risk, Risk Management Process and Methods
2. Objectives of Risk Management
3. Risk Pooling and Insurance including Review of Probability Concepts
4. Institutions for Insurance and Reinsurance- Economic rationale and requirements
5. Insurance Laws and Regulation

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6. Insurance Pricing
 7. Asymmetric Information / Moral hazard / Adverse selection
 8. Deductibles/ Co-insurance
 9. Life Insurance
 10. Auto Insurance, Home Insurance, Worker Compensation / ESIC, Health Insurance Commercial Insurance: Transport, Marine, Catastrophe, Liability etc
 11. Pension Plans
 12. Corporate Risk Management and Insurance
 13. Actuarial Mathematics

II.18 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objectives

The focus of Security Analysis is on how others analyse your company's securities on their own. Whereas, that of Portfolio Management is on how investors analyse your company's securities in comparison with others on the security market. The course is designed with a view :

- ☞ To acquaint the students with the working of security market and principles of security analysis; and
- ☞ To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Topics

1. The Role of Security Markets in Economy
2. The Organization and Mechanics of Indian Security Markets
 - Various Securities and their Characteristics
 - Objective of the Security Analysis
 - Functions of an Organised Security Market
 - Mechanics of Security Trading
3. Various Types of Security Markets and their Functions
 - Stock Exchanges
 - OTCEI
 - Depository

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4. Role of SEBI with regard to Secondary Markets
 5. The Role and Functions of Various Players and Agencies in the Secondary Market
 6. Risk and Return
 - Utility Theory
 - Portfolio Theory
 - CAPM
 - APT
 - Multi-factor Models
 7. Options and Futures
 8. Security Analysis
 - Fundamental Analysis
 - ☞ Internal Value and Market Value of Various Securities; Internal Value and Market Value of Firm
 - ☞ Pricing of Security (IPOs and Seasoned Equity Open)
 - ☞ Financial Statement Analysis
 - ☞ Projecting Earnings under Stable as well as Dynamic Conditions, including Risk and Inflation Factors
 - ☞ The Risk Factors, including Internal Risk
 - Technical Analysis of Security Pricing
 - Market Efficiency and Behavioral Finance
 9. Portfolio Management
 - Portfolio Theory
 - ☞ Portfolio Criteria
 - ☞ Efficient Set
 - ☞ Portfolio Selection and Diversification
 - ☞ The Shape and the Risk Function (including CAPM Model Technical Analysis, Random Walk and Martingale Model)
 - Portfolio Management
 - ☞ Portfolio Objective
 - ☞ Size of Portfolio
 - ☞ Selection Basis and Readjustment
 - ☞ Timings of Disinvestment
 10. Market Microstructure

II.19 VALUE AT RISK

(Half-Credit Course)

Objectives

- ☞ Sensitize about the different types of market risks (FX risk, interest rate risk, equity risk as well as credit risk)
- ☞ Introduce the concept of Value-at-Risk and its measurement issues
- ☞ Explain the statistical concepts as applicable to risk measurement
- ☞ Application of VaR applications to manage risks

Topics

1. Risk Management : An Overview
2. Concept of Value-at-Risk
3. Computation of Value-at-Risk
4. Stress testing and backtesting
5. Calculating portfolio risk
6. Parametric, Monte Carlo, and Historical simulation
7. Using Value-at-Risk to establish trading limits
8. Using implied volatility in Value-at-Risk measures
9. Credit Risk Management and Credit VaR
10. Credit Exposure : VaR on Contingent Claims
11. Risk reporting and management
12. Indian regulatory environment in VaR applications

III. GENERAL MANAGEMENT

III.1 BUSINESS LAW

Objectives

The objective of this course is to provide the students with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders. As the business managers are called upon to create value, marshal resources and manage risk, it is imperative that they should understand fundamental legal issues pertaining to business world to enhance their ability to lead and delegate. A sound knowledge of the law is a strategic asset which if timely and properly applied will provide, the prospective managers and their organizations, immediate and long-term benefits and the ability to avoid costly mistakes.

Topics

1. Contract Act

- Contract vs. Agreement
- Element of valid contract
- Offer and Acceptance ñ Rules regarding revocation of offer and acceptance
- Standard form contract ñ a new innovation to suit the needs
- Consideration ñ Essential elements. Exception to the Rule ñ No consideration no contract ñ Privity of contract and consideration
- Capacity to contract
- Free consent ñ Coercion, undue influence , misrepresentation, fraud.
- Mistake ñ as to identity, as to subject matter, as to nature of promise
- Legality of the object ñ void agreement, voidable agreement, agreements opposed to public policy
- Discharge of contract ñ modes of discharge, by performance, by impossibility, by agreement, by breach
- Damages ñ Rules, remoteness of damages, measure of damages, liquidated damages and penalty
- Quasi contract or certain relations resembling those created by contract
- Bailment ñ Duties of bailer & bailee
- Law relating to agency - types of agency, agent's responsibility and rights

2. Companies Act, 1956

- Company ñ meaning & characteristics and kinds
- Lifting the corporate veil

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- Registration & Incorporation
 - Memorandum of Association
 - Doctrine of Ultravires
 - Consequences of Ultravires transaction
 - Articles of Association
 - Rule of Constructive Notice
 - Doctrine of Indoor Management
 - Prospectus
 - Shares
 - Shareholders & Members
 - Directors : Position, appointment, removal, power & duties
 - Meetings
 - Majority powers & minority rights
 - Prevention of oppression and mis-management
 - Winding up
 - Winding up by court
 - Voluntary winding up
 - Winding up subject to supervision of court
 - Conduct of winding up

3. Partnership Act, 1932

- Nature of partnership
- Relation of partners ñ Inter se
- Relation of partners to third parties
- Incoming and outgoing partners
- Dissolution of firm
- Registration of firms

III.2 BUSINESS RESEARCH METHODS

Objectives

- ☞ To understand the concept and process of Business research in business environment.
- ☞ To know the use of tools and techniques for exploratory, conclusive and causal research.

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- ☞ To understand the concept of measurement in empirical systems & its validity and reliability.
 - ☞ To use statistical techniques for analysis of research data.
 - ☞ To realize the applications of Business research.

Topics

1. Introduction to Business Research, Definitions, nature, scope
2. Concept, Significance
3. Research Process, Research Design
4. Exploratory Research : Focus Group, Projective Techniques, Depth Interview, Observation, Case study method, Secondary data collection and analysis
5. Problem Discovery ~ Problem Definition, Hypothesis Formulation
6. Causal Research, Experimental Designs
7. Questionnaire Construction
8. Measurement, Basic scales, Validity Analysis, Reliability Analysis, Attitude measurement scales
9. Sampling
10. Field work, Non-sampling errors, how to overcome them, Data preparation and preliminary analysis
11. Introduction to Multivariate Analysis
12. Factor Analysis, Regression Analysis, Cluster Analysis, Correspondence Analysis, Conjoint Analysis
18. Reporting and Concluding Integration

III.3 MANAGERIAL COMMUNICATION

Objectives

- ☞ To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers
- ☞ To introduce them to some of the practices in managerial communication that are in vogue
- ☞ To help them acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as
 - making speeches,
 - controlling one-to-one communication,
 - enriching group activities and processes,
 - giving effective presentations,
 - writing letters, memos, minutes, reports and advertising, and
 - maintaining one's poise in private and in public
- ☞ To build their confidence and to install competitiveness by projecting a positive image of themselves and of their future.

Topics

1. Introduction to managerial communication
2. Principles of nonverbal communication
 - through clothes and
 - body language
3. Types of managerial speeches
 - speech of introduction
 - speech of thanks
 - occasional speech
 - theme speech
4. Mastering the art of giving interviews in
 - selection or placement interviews
 - discipline interviews
 - appraisal interviews
 - exit interviews
5. Group communication by way of
 - meetings
 - group discussions
6. Introduction to managerial writing

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7. Business letters
 - routine letters
 - bad news and persuading letters
 - sales letters
 - collection letters
 - job application letters
 8. Internal communication through
 - memos, minutes, notices
 - reports
 9. Principles governing the use of audiovisual media
 10. Principles of Effective Presentations
 11. Business and social etiquette

III.4 MANAGERIAL ETHICS

Objectives

This course aims at helping students think about some of the important ethical implications of the day-to-day happenings and practices of Indian industry and business. It is designed to stimulate discussion and debate rather than to formulate principles, and to raise further questions rather than to dictate answers. The following objectives are underlined:

- ☞ To improve ethical reasoning by correlating moral concepts to business practices - clarification of the values that determine managerial behaviour.
- ☞ To sensitize the fundamental human values in analysing social problems and appraising global issues.
- ☞ To recognise the variables in most ethically complex business situations through an understanding of the more subtle criteria for making sound decisions.

Topics

1. Introduction: Two Learning Models
2. Individual Ethics
 - Ethical Dilemmas in Management
 - Ethics in Corporate Strategy
 - ☞ Discussion: Head & Heart Traits in Decision-making
 - Value Clarification for Future Managers - Two Models
 - ☞ Discussion: Ethical Attitudes of Management Students

3. Group Ethics

- Ethical Attitudes of Indian Managers
 - ☞ Discussion: Ethical Attitudes of the Local Managers: A Study of the XLRI Alumni
- Managers Facing Unethical Management
 - ☞ Discussion: Group-think and Unethical Behaviour

4. Corporate Ethics

- Ethics and Company Philosophies
 - ☞ Discussions: Corporations and the game theory approach
- Corporate Social Responsibility : Meaning and History

5. Application

- Marketing Ethics
 - ☞ Discussion: Bluffing in Indian Marketing Practices
- Ethical Issues in Advertisements
 - ☞ Discussion: Subliminal Advertisements : The Indian Way
- Marketing Research Ethics
 - ☞ Discussion: Commercial Intelligence-Gathering and Espionage
- Ethics in Finance : Ethics in Tax Planning and Financial Statements
 - ☞ Discussion: Speculation and Insider Trading
- Ethics in Information Technology and Systems Usage

6. Global Social Issues

- Environmental Ethics
 - ☞ Discussion: Environmental Activism in India
- Economic Justice and Business Ethics
 - ☞ Discussion: Distributive Justice and India
- Corporation and National Problems
 - ☞ Discussion: Ethics in International Technology Transfer
- Ethics of Multinational Business
- GP: MNCs as a sign of Contradiction
 - ☞ Discussion: The MNCs and The Indian Experience
- Social and Ethical Issues in Genetic Engineering
 - ☞ Discussion: Intellectual Property Rights
- Working at Cracks: Managers with a Difference

III.5 ART OF PUBLIC SPEAKING

Objectives

- ☞ To give a solid and theoretical understanding of the elements of a good speech.
- ☞ To provide opportunities to students to practise making speeches of different kinds.
- ☞ To develop self-confidence and even a certain pleasure in public speaking
- ☞ To help students develop skill in the art of writing speeches.

Topics

1. Importance of Public Speaking
2. Theory of Effective Oral Communication
3. Elements of Effective Communication
 - Idea
 - Word
 - Delivery
 - Posture
 - Gestures
 - The Art of Informing or Persuading
4. Speech Composition
 - Introduction
 - Body
 - Conclusion
5. How to Develop Matter for a Speech
6. Overcoming Nervousness
7. Use of Humour
8. Audience Feedback
9. Speaker Credibility

III.6 CORPORATE IMAGE BUILDING

Objectives

- ☞ To bring out importance of image building for an organization.
- ☞ To identify the components which make-up an image.
- ☞ To trace some of the processes involved in creating image.
- ☞ To evolve some strategies for projecting a positive and consistent image of an organization and its personnel.

Topics

1. Corporate Image in Contemporary Management Studies
2. Components of an Individual Image
3. Advertising and Corporate Image
4. Public Relations of an Institution
5. The Grapevine and Rumours
6. Stereotype
7. Propaganda
8. Case Histories of Corporate Images in Private and Public Sectors

III.7 EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS

Objectives

There is a mounting body of evidence that emotion is the most powerful resource we have. Emotions are lifelines to self-awareness and self-preservation that deeply connect us to ourselves and others, to nature and the cosmos. Emotional intelligence is the ability to sense, understand, and effectively apply the power and acumen of emotions as a source of human energy, information, connection, and influence.

This course will enable the students to become aware of the sources of emotions and learn how to deal with human emotions. Making use of Enneagram typology, the course will focus on the managerial competencies and their emotional impacts.

Topics

1. Introduction
2. Emotions and the Tripartite Brain
3. Emotional competencies
4. Executive EQ
5. Emotions and Enneagram
6. Rational Emotive Therapy
7. Emotional transformation
8. Script analysis using Enneagram
9. Measuring Emotional Intelligence
10. Emotions and childhood
11. Role of Emotions
12. Emotions and attitudes

III.8 MARKETING LAW

Objectives

The Law and our legal system have a pervasive impact on marketing activities. Decisions of marketing executives frequently raise issues which should be carefully evaluated as to their legal consequences before they are implemented. The failure to appreciate these legal implications can lead to seriously damaging, if not disastrous, results for a firm.

The approach of this course would be to address National Laws and court decisions that relate to the four main areas of marketing study, the so-called 'four Ps' of marketing: product, price, place and promotion.

Topics

1. Legal Issues Relating to Product Quality and Material Movement
 - Conditions and warranties
 - Implied Conditions
 - Rule of Caveat Emptor [Buyer Beware]

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- Transfer of Title
 - Nemo Dat Quod Non Habet
 - Sea Transit : FOB, CIF, Ex. Ship
 - Rights of Unpaid Seller
 - Lien
 - Stoppage in Transit
 - Right to Resale
 - Remedies
2. Rules Relating to Hire- Purchase
 - Position of Parties to Hire Purchase
 - Conditions and warranties
 - Limitation on Hire Purchase Charges
 - Passing of Property
 3. Laws Relating to Common Carrier
 - Definition of Common Carrier
 - Distinction between Common Carrier and Pvt. Carrier
 - Liabilities of Common Carrier
 4. Legal aspects of Delivering Goods for Carriage and Warehousing
 - Rights of Warehouse
 - Duties and Liabilities of Warehouse
 5. Rights to do any Trade or Business
 - Fundamental
 - Legal
 - Restrictions
 6. Restraint of Trade
 - Knock ñ Out Agreement
 - Trade Combination
 - Solus or Exclusive Dealing Agreements
 - Restraints upon Employees
 7. Law Relating to Services Marketing
 - Concept of Service
 - Deficiency in Service

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- Real Estates
 - Hospital
 - Carrier
 - Courier
 - Bank
 - Transport Service

8. Legal Aspects of Restrictive Trade Practices

- Tie-in Sales or Full Line Forcing
- Price Fixing
- Predatory Pricing
- Exclusive Dealing
- Territorial Restriction
- Refuse to Deal

9. Legal Aspects of Unfair Trade Practices and some aspects of Advertisement

- False and Misleading Representation
- Bait Advertising and Bargain Price
- Offering Gifts and Prizes and Conducting Promotional Contests
- Withholding Information about Final Results of scheme
- Hoarding and Destruction of Goods
- Spurious Goods

10. Competition Law

- Introduction
- Meaning
- Anti-competitive agreement
- Anti-competitive agreement : Competition within India & Effects Doctrine
- Anti-competitive agreement : Horizontal
- Anti-competitive agreement : Fixing prices
- Anti-competitive agreement : Vertical Agreements
- Anti-competitive agreement : Limiting and Controlling Production & Investment
- Acquisition, Merger & Amalgamation
- Anti-competitive agreement & WTO

III.9 NEURO LINGUISTIC PROGRAMMING

Objectives

NLP recognized as a revolutionary approach helps people modify their thought and behavioural style to accomplish their goals through observation of language pattern and non-verbal cues. Using NLP you can master powerful techniques of persuasion, negotiation and eliminate fears or phobias and low self-esteem. It helps you reprogramme your mind and your life for faster learning, better relationship and greater achievement. NLP, in short, helps you become more successful in any area of your life and business.

NLP is a rapid means of enhancing executive performance. It is a technology that literally works at the level of how the individual thinks. The NLP practitioner is able to observe with an acuity that is quite startling to the observer who is not attuned to noticing the tiny body language cues that are the expressions of the thinking process. Once trained in how to make sense of the micro changes in the ways people express their thinking, the practitioner can use a variety of NLP techniques to add to or enhance the repertoire of any person's thinking process. Everyday behaviour such as being pleasant, decisive, strategic, persuasive and other staples of how we think our way through the day are accessible to change and improvement.

Topics

1. Creating a vision
2. Developing self-confidence
3. Writing your own life script
4. Building a positive attitude
5. Establishing strong relationships
6. Seeing your customer through the eyes of the customer
7. Building a climate of trust
8. Strategies for persuasion
9. Paradigm for unlimited achievement

IV. HUMAN RESOURCE MANAGEMENT

IV.1 PERSONNEL MANAGEMENT & INDUSTRIAL RELATIONS

Objectives

- ☞ To create an understanding of the various aspects of the management of human resources, their interaction in the execution of managerial functions.
- ☞ To facilitate learning of various concepts and skills required for utilization and development of human resources for organizational functions.
- ☞ To impart basic knowledge of the Indian Industrial Relations System.
- ☞ To build awareness of certain important and critical issues in the Indian Industrial Relation System.
- ☞ To provide an exposure to the required skills for managing Industrial Relations.

Topics

1. Personnel and HRM
 - Philosophy - Peace, Happiness and Prosperity only through HRM
 - Strategic Purpose and Business Objectives
 - Its Position in the Organization
 - Line and Staff Linkages and Responsibilities
 - Factors influencing HRM
2. Manpower Planning for Organizational Development
 - Challenges
 - MPP and Its Organizational Linkage - Macro and Micro Levels
 - Process of Planning
 - Procedures and Steps for an Effective Planning through
 - ☞ Acquisition and Analysis of Data and Information
 - ☞ Designing and Implementing Plans and Actions
 - ☞ Controlling and Evaluating

-
3. Employment Function
 - Challenges
 - Recruitment - internal vs. external
 - Selection
 - Placement
 - Induction (Employees' Awareness) Programme
 4. Evaluation and Career and Succession Planning
 - Performance Appraisal System (PA)
 - Performance Appraisal Process
 - Career Management
 5. Training and Development (T and D)
 - Need for T and D
 - Individual vs. Organisational needs
 - Training Objectives and Strategies
 - Training Methods and Techniques
 - Design and Organisation of Training
 - ☞ Evaluation of Training
 6. Compensation System (Pay and Benefits)
 - Some Thumb Rules about Compensation System
 - Implementation and Administration of Compensation
 7. Industrial Relations System
 - Its Structure, the Actors, their Interrelationships
 8. State, Trade Unions & Employers' Organisations
 9. Grievance Management
 - Nature and Causes of Grievance
 - Practice and Procedure of Handling Grievance
 10. Discipline
 - Approach to Discipline
 - Disciplinary Proceedings (Domestic Enquiry)

11. Industrial Conflict and its Resolution

➤ Nature of Conflict and its Manifestation

☞ Dispute Settlement Methods:

☞ Collective bargaining

☞ Conciliation, Adjudication, Arbitration

12. Industrial Democracy

➤ Workers Participation: Form, Level, Government's Policy

IV.2 LABOUR LAW APPLICATIONS

Objectives

To expose the students to a variety of IR situations with special reference to disciplinary action, discharge, dismissal and other related matters and to equip them with the necessary tools to apply the law to a given a set of facts.

Topics

1. Analysis of the terms "Industry" and "Industrial dispute"
2. Industrial Discipline : Introduction
3. Misconduct
4. Disciplinary proceedings
5. Domestic Enquiry : Contents and Process
6. Principles of Natural Justice
7. Case Law Reference
8. Right of workmen under S. 2-A : The scope of S. 11-A, Restricted vs. enhanced powers of tribunals, "Materials on record" : meaning of - Right of the parties to adduce evidence before the tribunal - What are the implications of the expressions "lesser punishment" and "compensation"? - Implications of S. 17-B.
9. Nature and scope of Ss. 33 and 33-A : Discharge/dismissal during the pendency of a proceeding, workman concerned in the dispute : who is ? - misconduct connected with the dispute : what is ? - prior permission vs. post-facto approval of the action - protected workman : who is ?

IV.3 MANAGERIAL COUNSELLING

Objectives

This course aims at developing the professional counselling skills among the students by:

- ☞ Providing an overview of the counselling processes and techniques.
- ☞ Creating a forum for practising the basic counselling skills.
- ☞ Selecting the key areas and situations where management can and should help employees in performance planning and career advancement.
- ☞ Developing alternative approach to dealing with problem situations in organisations.

Topics

1. Self-Development of Managers as Counsellors
 - Barefoot Counselling
 - Assertiveness and Interpersonal Skills for Counsellors
 - Counselling Relationship
2. Development of Counselling Skill
 - Introduction to the Important Schools of Counselling
 - Psychoanalytic Foundations
 - Transactional Analysis
 - Gestalt Therapy
 - Rational Emotive Therapy
 - Person-Centred Approach to Counselling
 - An Integrated Model
 - Essentials of Skills
 - Nonverbal Clues
3. Counselling Interventions in Organisations
 - Empathy
 - Listening and Responding
 - Effective Feedback

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- Performance Counselling
 - Counselling in Problem Situations
 - Interpersonal Conflicts
 - Midlife Blues
 - Integration and Action Plan

IV.4 ORGANIZATIONAL CHANGE AND DEVELOPMENT (OC & D)

Objectives

The purpose of this course is to learn to plan and implement change at the individual, group and organizational level. The course is designed to help the students develop as potential change agents and OD professionals. After completing this course you should:

- ☞ be able to understand the theory and practice relating to the processes of organization development and change.
- ☞ develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating change in organizations.
- ☞ gain necessary self-insight, skills and techniques to become effective change agents and internal OD consultants.

Topics

1. Introduction
2. Planned Organizational Change
3. Foundations of OD
4. Entry and Contract
5. Organizational Diagnosis
6. Feedback and OD
7. OD Interventions: An Overview
8. Individual and Interpersonal Interventions
9. Team / Group Interventions

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10. Intergroup Interventions
 11. Comprehensive Interventions
 12. Organizational Transformation
 13. The OD Consultant: Role, Skills and Dilemmas
 14. Success and Failure of OD
 15. Future of OD & New Perspectives

IV.5 PERFORMANCE MANAGEMENT

Objectives

Develop skills for managing performance of employees i.e. Appraising, Compensating & Developing employees (Developing employees being a separate elective course will not be dealt in this course)

Appreciate performance management in the context of the organizational objectives

Topics

1. What is Performance Management? Its linkage with other HR Systems
2. Elements of Performance Management
 - Defining Performance, Facilitating Performance and Encouraging performance
 - Setting Goals & Targets
 - Responsibilities before, during, after Performance & Development planning
3. Monitoring and Appraising Performance (Performance Appraisal)
 - What is Performance Appraisal
 - The Performance Appraisal system
 - Performance Appraisal Methods
 - Errors and Biases in Performance Appraisal
 - Reducing biases / errors
 - Features of a effective system

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- Performance Counselling
(What is it, What to do, What not to do)

4. Compensating Performance

- Performance management and compensation strategies
- What is compensation
- Designing compensation systems
 - ☞ Compensation and dimensions
 - ☞ Legislation and compensation
 - ☞ Job analysis, Job description, Job evaluation techniques
 - ☞ Compensation surveys, Compensation policies
 - ☞ Designing pay structures
(Pay policy line, Pay grades, Broadbanding)
 - ☞ Pay for performance / Pay for knowledge Seniority / Merit
 - ☞ Incentives and benefits
 - Incentives
 - Individual incentives plants
 - Piecework
 - Group incentive plans
 - Scanlon plan, iImprosharei plan
 - Enterprise incentive plans
 - ESOPs
 - Benefits
 - Types of benefits
 - Employee benefits required by las
 - Discretionary major employee benefits
 - Employee services, Health care, Long term care
 - Requirements of an effective benefits programme
 - Concerns of management
- Important issues in
 - ☞ Executive compensation
 - ☞ International compensation

5. Issues and concerns in Performance Management

IV.6 RECRUITMENT AND SELECTION

Topics

1. Introduction

- Importance of Human Assets
- Human Capital
- Human resource as fixed assets/costs
- Human capital appreciates and not depreciates
- Human capital could be asset or liability depending on quality of selection
- Quality of human asset determines the market force/market appreciation
- Quality of human asset determines the success or failure of an organization
- Hence, selection of right man for the right job is extremely important
- Selection and placement constitute one of the most important key function of H.R. Management.

2. Purpose/Objective of selection

- Identify the need
- Explore possibility of filling up the need internally
- Examine effect of non-filling up a position
- Assess the expectation/output from the position
- Strictly ensure the fullest use of the identified manpower need
- Remember always the idle manpower is a non-performing asset and could be reduced to a great liability
- Hence, careful Manpower Plan is essential which is a prerequisite to selection
- Importance of cost and speed of Selection Program.

3. Preparation

- To prepare Position Description to identify:
 - ☛ Purpose of the job;

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- ☞ Job responsibility;
 - ☞ Job expectation;
 - ☞ Job duties in greater details;
 - ☞ Reporting relationship;
 - ☞ Job requirement in terms of skill, personality, attitude, language, locality etc.

4. Job Analysis

- Analyze the job requirement to identify Competencies relevant for the job:
 - ☞ Skill competency;
 - ☞ Attitudinal competency;
 - ☞ Managerial competency;
 - ☞ Functional competency

5. Person Specification

- What kind of person would be most suitable?

6. The requirements

- Age range
- Education
- Special aptitude, if any
- Language preference, if any
- Work experience
- Placement locality
- Any other specific requirements such as:
 - ☞ Need to work in shifts;
 - ☞ Need to tour extensively;
 - ☞ Need to work longer hours;
 - ☞ Gender exclusion (i.e. female not suitable)

7. Company Information

- Company image

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- Type of business
 - Products manufactured and distributed
 - Company turnover
 - Company philosophy, vision, mission and broad objective
8. Salary Information
- Gross Compensation range - Cost to the Company (CTC)
 - Industry Competitive
 - Negotiable
 - Retiral Benefits
 - Stock Option (ESOP)
9. Career Opportunity
10. Company Philosophy - Growth from Within
11. Sourcing
- Office notice displayed at various units at conspicuous places;
 - Press Advertisement under Classified Columns or General Columns'
 - Career fair organized by reputed media agency/House;
 - Recruiting agency firms;
 - Forced/Unsolicited applications;
 - Employee referral;
 - Head hunting - to identify specific target points;
 - Direct personal contacts;
 - State Govt. agency (Employment Exchange);
 - School/College/B-School - Campus selection;
 - In-house Data Bank (Company).
12. Screening of CVs/applications received
- Short-listing the most probable candidates;
 - Make an ABC analysis in terms of most suitable to least suitable list of candidates;
 - Determine interview centers keeping in view cost parameters and candidates' convenience;

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- Issue interview letters specifying venue, date and time. Also, indicate Company expense reimbursement policy clearly.

13. Selection Test & Interview

- Prepare list of competencies to be checked during interview/selection tests;
- Prepare suitable test methods relevant for checking competencies;
- Identify interviewers with sufficient job knowledge;
- Brief Training of Interviewers regarding essentials of interview;
- Prepare standard interview (assessment form relevant for each case)
- Prepare competency checking module;
- Determine suitability of group interview/individual interview;
- Prepare list of merits and demerits of individual versus panel interview - then examine the most suitable one;
- Training of interviewers on 'ESSENTIALS' for conducting interview;
- Collate the results of the interview to determine the most acceptable candidate;
- Remember always the essence of successful interview is an unbiased mind of an interviewer - this needs to be checked and balanced;

14. Relative merits and demerits of some of the common methods of Psychometric test

- Personality test;
- Group discussion;
- Extempore speech;
- Individual question and answer session;
- Written test;
- On the job test;
- Role playing.

15. Building up competency module and appropriate test for selection at the following level of jobs

- Very senior level (General Manager and above)

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- Middle management level (manager/senior manager)
 - Junior functional like Computer Operation, Stenographers/ Secretaries/Clerical staff, etc.
 - Worker level- skilled/unskilled category/office peons/security staff, etc.

16. Others

- Antecedent checking;
- Medical fitness checking;
- Negotiation of remuneration package;
- Explaining terms of contract and obtain agreement;
- Issue of appointment letters;
- Explain Company policy on joining expenses;
- Arrange for welcoming the new entrant on the date of joining and introduce with all concerned employees of the company;
- Prepare a short induction to enable him to settle down in the organization;
- Determine the induction elements.

IV.7 STRATEGIC HUMAN RESOURCE MANAGEMENT

Objectives

The objective of the course is to develop the perspective of strategic human resource management. Specifically the course has the following objectives:

- ☞ Distinguish the strategic approach to human resources from the traditional functional approach.
- ☞ Understand the relationship of HR strategy with overall corporate strategy.
- ☞ Understand the strategic role of specific HR systems.
- ☞ Appreciate SHRM in the context of changing forms of organisation.

Topics

1. Business Strategy and Organizational Capability

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2. Global Environment of HR: Change and Diversity
 3. SHRM: Aligning HR with Corporate Strategy
 4. SHRM: Universalistic, Contingency and Configurational Approaches
 5. Strategic HR Planning Acquisition and Development
 6. Corporate Strategy and Career Systems
 7. Managing Employee Relations: Unions and Strategic Collective Bargaining
 8. Change, Restructuring and SHRM
 9. Corporate Ethics, Values and SHRM
 10. Competencies of HR professional in a SHRM scenario
 11. Evaluating the Effectiveness of SHRM

IV.8 TRAINING AND DEVELOPMENT

Objectives

In the context of global competition, organizations are committing more resources, in the forms of both time and money, towards training and development that enables employees to continuously update and develop their competencies. The present course is designed to study the concepts, processes and practices of training and development (T&D).

The main objectives of the course are :

- ☞ To enable you understand the concepts and principles of T&D in the context of Human Resource Development (HRD) and linkages of T&D with other HRD processes.
- ☞ To develop an understanding of how to design, organize, implement and evaluate training in an organizational setting.
- ☞ To familiarize you with the tools and techniques involved in T&D and help you to apply them to real life situations.

The endeavor is also to provide, as far as possible, a hands - on (or vicarious) learning experience related to aims. On completion of this course, you will be

confident to develop and implement result - oriented training programs in the organizations.

Topics

1. Introduction
2. A Systematic Approach to Training
3. HRD Trends, Strategy and Training
4. Needs Assessment and Analysis
5. Objective Setting
6. Designing Training Programs
7. Learning Environment
8. Instructional Techniques - An Overview
9. Conference method
10. Case Study Method
11. Role Play
12. Management Games
13. Trainer's Role
14. Transfer of Training
15. Training Evaluation and Measurement
16. Moving from Training to Performance

V. INFORMATION SYSTEMS

V.1 BUSINESS COMPUTING

Objectives

- ☞ Familiarizing the managers with basic computer concepts and emerging computer technology, so as to enable them to use computer resources efficiently for making effective decision.
- ☞ Providing the necessary skills to understand and use various commonly used software in various functional areas in an organization.

Topics

1. Theory sessions

- Introduction to Computing & Data Representation
- Computer Architecture: Input/Output, Processing & Storage
- System Software: Operating System, Interpreter, Compilers etc. basic concepts
- Software Development Methodologies
- Workshop: How to select an Information System
- Advantage and Disadvantage of IT Outsourcing
- Telecommunication Concepts, Data Transmission and OSI layers
- Local Area Network (Ethernet, Token bus, Token ring) Wide Area Network, TCP/IP fundamentals
- Internet, Intranet, Extranet, The World-Wide Web
- Introduction to ERP: The critical success factors for ERP implementation
- Introduction to e-Commerce/e-Business
- e-Security for Business Continuity
- Future Trends of IT

2. Lab Sessions

- Developing business presentation with MS-PowerPoint
- MS Excel
- MS Access
- Network trouble sorting
- SPSS

V.2 MANAGEMENT INFORMATION SYSTEMS

Objectives

- ☞ To create an awareness in upcoming managers, of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.
- ☞ To understand various MIS operating in functional areas of an organization and explain its relationship with the various activities of the organization.
- ☞ To understand how MIS is developed and implemented for various levels in an organization.
- ☞ To explore the use of some common IS development tools.

Topics

1. Management and Systems
 - Advance in Management
 - The process of MIS Development
 - MIS Organization
 - Information Dynamics
2. Planning
 - Design and Implementation of MIS
 - IS Strategic Planning
 - MIS Design - Gross Design Concepts
 - Detail Design Concepts
 - MIS Implementation
 - Acquiring Information Systems : Contemporary Approaches
3. System Life Cycle
 - Information Flow
 - Entity Relationship Modeling
 - Data Modeling
 - Detailed Process Analysis
 - Data Flow Diagrams
4. Decision Making with MIS
 - System Concepts for MIS
 - Data
 - Information and Communication
 - Problem Solving and Decision Making

-
5. IS Security, Control System Success and Failure
 6. The Future Trends in MIS
 - The Emerging IT Trends
 - Electronic Data Interchange
 - Objected Oriented Approach
 - Networking (Information System Highway)
 - Extended Enterprise Systems
 - Managing International Information Systems

V.3 BUSINESS AND DATA COMMUNICATIONS NETWORKS

Objectives

The convergence of computing and telecommunication technologies revolutionized the field of IT. We have witnessed the impact of it in business practices in the last decade. The business that used to be conducted over private telecommunication systems has been moved onto Internet-based data communication networks. The world has shifted from a broadcast to interactive paradigm. People have started providing personalized service economically. Market has become boundary less. In all these, ICT has taken the central role. As predicted by experts, the demand for ICT products and services are increasing exponentially and keeping pace with this demand, the technology is also developing. Currently, for a problem, more than one technological solution is available to a business organization. The wide use of this technology will make it pervasive in the near future.

The purpose of this course is to familiarize students with the concepts of communication networks. Here, students are expected to learn the theoretical background of the Data Communications and Networking, and their application into business organization along with issues related to the next generation network.

Course goal is to make the students acquainted with the following :

- ☞ Computer and telecommunication technology
- ☞ Market for communication services
- ☞ Recent trends in this communication service market
- ☞ Challenges related the available technologies

Topics

1. Introduction
2. Fundamental to Digital Data Communications
4. Introduction to Communication Protocols and OSI Reference Model.
4. Choice of Communication Media
5. Techniques to Ensure Reliable Data Communications
6. Different LAN Technologies- merits and demerits
7. Network Topologies, Types of Networks, Network Components
8. Control and Operational Issues in Data Communication Network
9. Addressing Schemes for Internet
10. Design and Technology of Back Bone Networks
11. Current and Next generation Networks and Related Issues (Infrastructure)
12. Current and Next generation Networks and Related Issues (Mobility)
13. Techniques for Network Operation and Management
14. Pricing of Network Services
15. Pricing models for Network Bandwidth
16. Case - (Network) to Derive Competitive Advantages
17. Telecommunication Market and Regulation Prevailing in India (TRAI)

V.4 BUSINESS MODELING THROUGH SYSTEM DYNAMICS

Objectives

This introductory course on Business Modeling Systems Dynamics (BMSD) has been designed to impart skills of model based system enquiry to the students. In this course, the students will have an opportunity to

- ☞ Define System Models and to create System Models
- ☞ Learn to apply Systems Models to problems
- ☞ Learn to recognize opportunities to intervene in and improve systems
- ☞ Explain the value of Systems Dynamic approach in business today

Topics

1. Introduction
2. System Dynamics Paradigm
3. System-concepts and theory
4. Elements of system dynamics modeling
5. Causal loop diagramming
6. Game- Beer Game
7. Behavior of linear low-order system-analytical solution
8. Learning of a simulation tool
9. Hands on with a simulation problem
10. Steps in system dynamic modeling
11. Steps in dynamics modeling
12. Building and simulating system dynamics models
13. Validation of system dynamic models
14. Business Case ñ Revenue growth for a restaurant
15. Business Case- Software development schedule overrun
16. Business Case- Indian Tea industry
17. Business Case ñ Environmental impact analysis caused due to industrial growth
18. Business Case ñ Stock price movement
19. Challenges for system dynamics and discussion.

V.5 CYBER LAW & I P R

Objectives

At the completion of this course the student will be able to:

- ☞ Identify the emerging legal issues in a digital networked environment including general issues of jurisdiction and enforcement of rights and liabilities in cyberspace;

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- ☞ Consider developments in specific areas of law arising in cyberspace including intellectual property, regulation of content /censorship, privacy and electronic commerce;
 - ☞ Understand and evaluate how these developing concepts affect the flow of information in society and the work of information professionals;
 - ☞ Identify and analyze recent developments in national and global information policy, the nature of the policy making process and the identities and positions of the various stakeholders;
 - ☞ Consider the role of the information professions in this policy making process; and
 - ☞ Identify and evaluate resources and materials treating the Law of Cyberspace.

Topics

1. UNCITRAL Model Law
2. Introduction To Information Technology Act, 2000
 - Object; Scope; Scheme Of The Act; Relevancy With Other Laws.
3. **Jurisdictional Issues**
 - Civil Jurisdiction; Cause of Action; Foreign Judgment; Exclusion Clause of Contract; Jurisdiction Under IT Act, 2000.
4. **Digital Signature: Technical Issues & Legal Issues**
 - Digital signature; Digital signature Certificate; Certifying authorities and liabilities in the event of Digital signature Compromise; E- Governance in India.
5. **Concept of Cyber Crime & the IT Act,2000**
 - Cyber Crimes: Technical Issues; Cyber Crimes : Legal Issues; Cyber Crimes : Legal Issues [Penalty under the IT Act]; Cyber Crimes : Legal Issues [Offences under the IT Act]; Cyber Crimes : Legal Issues [Offences under IPC]; Cyber Crimes & Investigation; Cyber Crimes & Adjudication.
6. **Contract in the InfoTech World**
 - Status of Electronic Contracts; Click ñWrap And Shrink ñ Wrap Contract; Contract Formation In The Internet Vis- A ñVis Contract Law.
7. **Protection of Cyber Consumers in India**
 - Are Cyber Consumers Covered Under The Consumer Protection Act ?; Goods and Services; Defect in goods and deficiency in services; Restrictive and unfair trade practices; Consumer Foras, Jurisdiction And Implications On Cyber Consumers In India.

8. Evidence Law vis-a-vis IT Law

- Status Of Electronic Record As Evidence; Proof And Management Of Electronic Records; Relevancy, Admissibility And Probative Value Of E-Evidence; Proving Of Digital Signature; Proving Of Electronic Message

9. IPR Issues in a nutshell

- Copyright Issues; Patent Related Issues; Trade Mark Issues; Design Related Issues

10. European Convention On Cyber Crime

11. Role Of Interpol In Cyber Crime

V.6 DATA STRUCTURES

Objectives

- ☞ The course is about structuring and organizing data as fundamental aspect of developing a computer application. The course will cover numerous structures, techniques and algorithms.

Topics

1. Fundamentals of Data Structures
2. Abstract data types
3. Complexity of Algorithms
4. Array, List Stacks and Queues: implementation
5. Recursion: Recursive program, simulating recursion
6. Trees: A VL-Tree, B-Tree
7. Graphs: Representation of graphs, shortest path algorithms, minimal spanning tree algorithms, depth-first and breadth-first search
8. Searching: Sequential search, Binary search
9. Sorting: Elementary sorting methods, heap-sort, quick-sort, merge-sort and their analysis, lower bound on complexity.

V.7 DATA WAREHOUSING AND DATA MINING

Objectives

- ☞ Identify the use of data warehousing and data mining in different business applications
- ☞ Identify the different data warehouse architectures and data warehouse models
- ☞ Recognize the various data mining techniques.
- ☞ Know how the data mining is useful in an e-commerce environment.

Topics

1. Data Warehousing

- Introduction and general principle
- On-line Transaction Processing (OLTP)
- Data Warehouse (DW) architecture fundamentals, Data Mart
- Approaches to architecture
 - ☞ Top-down, centralized
 - ☞ Bottom-up, Architected

2. Data Warehouse process

- Technical and business Meta Data
- Meta Data process
- Data Warehouse Design
- Star and Snowflake schemas
- Online Analytical Processing (OLAP) architecture
- Multidimensional Database (MDD), Data cubes
- ROLAP data model
- MOLAP data model, Logical Models for multidimensional information
- Conceptual Models for multidimensional information
- Query & Reporting, Executive Information Systems (EIS), Data Warehouse and business strategy

3. Data Mining (DM)

- Fundamental concepts, Architectural aspects of Data Mining
- Data Mining techniques
- Data Mining issues and challenges

4. The Business Context of Data Mining

- Data Mining for process improvement, Data Mining as a research tool

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- Data Mining for marketing, Data Mining for customer relationship management
5. Association Rules
 - Introduction and overview, Discovering Association Rules
 - A priori algorithm, Partition algorithm, Incremental algorithm
 - Border algorithm, Association rules with item constraints
 6. Classification and Clustering
 - Introduction, Clustering Paradigms, Partitioning Algorithm
 - K-means clustering algorithm, Hierarchical clustering
 - Fuzzy c-means algorithm, Categorical clustering Algorithm
 7. Data Mining Tools
 - Decision Trees
 - Neural Networks
 - Genetic Algorithms
 - Rough Sets and Fuzzy Logic
 8. Advanced Mining Techniques
 - Web mining (Web content mining, Web usage Mining, Web structure mining) and mining for e-business, text mining etc.
 9. DW and DM Applications
 - Business Intelligence, Customer Relationship Management with case studies.

V.8 DBMS WITH ORACLE

Objectives

- ☞ To familiarise the students with major DBMS concepts
- ☞ To emphasise effective ways of building a model of the real world and optimising it through normalisation algorithms
- ☞ To acquaint the students with major features of ORACLE as a DBMS software
- ☞ To create an understanding of the user-views of the real world and how such views are organised through ORACLE

Because of its dual role as a tool for modelling information systems and a software for maintaining the model of the system, the study of DBMS is now of fundamental

importance in the field of computer science and management information system. The course addresses the twin goals of creating an optimal database design and demonstrating the use of ORACLE as the main data manipulation software.

Topics

1. Database Design

- Basic Concepts
- Relational Data Model
- Relational Algebra
- Problems of an Ad-hoc Design
- Functional Dependencies
- Decomposition of a Relation Scheme
- Normalisation
- Creating an Optimal Design
- Multi-valued Dependencies
- Fourth Normal Form

2. Database Manipulation

- Introduction to ORACLE
- Creating a Database Schema
- Changing a Database Schema
- Insertion, Deletion, Updation
- Simple Retrieval
- Complex Retrieval
- ORACLE Forms
- Default Forms
- User-designed Forms
- PL - SQL Engine in Forms
- Interacting Forms
- Oracle Project Presentation

V.9 DECISION SUPPORT SYSTEMS

Objectives

Every day managers must make countless decisions that affect them, their work groups, and the organization as a whole. Making decisions are often the most difficult part of a manager's responsibilities. This course deals with concepts, methods, applications of decision modeling to address various business issues. The basic objective of this course is to provide with an understanding of the key technical and managerial issues in the effective development and use of decision support systems in organizations. While highly effective decision support systems using traditional approaches and tools will be discussed, the focus of this course will be advanced techniques and tools to support decision making process.

Topics

1. Managerial decision making and information systems.
 - Requirement for decision support for decision making and other executive work
 - Human decision making heuristics and bounded rationality
 - Types of Decision Support Systems
2. Decision support systems
 - Introduction and overview
 - From human decision making to DSS
 - DSS architecture
 - Decision modeling and analysis
 - Decision Support Developments
 - Executive Information Systems
 - Data warehousing, access, analysis, mining and visualization
3. Group Decision Support Systems
 - Goals of Group Decision Support Systems
 - Group versus individual activities
 - Types of Group DSS
 - Negotiation Support Systems
4. Intelligent Decision support systems
 - Knowledge-based decision support systems
 - Knowledge acquisition and validation
 - Knowledge representation
 - Inference techniques

5. Decision Making Under Uncertainty

- Introduction and overview
- Understanding risk in making decisions
- Managerial risk taking and organizational decision making
- Modeling uncertainty

6. Advanced Techniques

- Neural Network fundamentals
- Neural Network Architecture
- Simple Neural Network applications
- Genetic Algorithm
- Fuzzy Logic
- Fuzzy Sets in decision making
- Intelligent software agents and creativity
- System integration and future of DSS.

V.10 e-BUSINESS

Objectives

This course will provide the students with an analytical and technical framework to understand the emerging world of e-Business. e-Business poses both a challenge and an opportunity for managers. As a matter of competitive necessity, savvy managers must gain an understanding of the rapidly changing technology and business models. They need to develop a basic understanding of how electronic business differs from "real" business settings. They also need to acquire a hands-on knowledge of the underlying technological infrastructure in order to have a clear idea of the business and organizational possibilities inherent in these developments. This course will attempt to fill this need. At the end of this course, the student will be capable of :

- ☞ Evaluating the opportunities and risk factors involved in conducting e-Business.
- ☞ Identifying organizational processes and relationship that may have value added through the application of an e-business strategy.
- ☞ Assisting in the incorporation of an e-business strategy into the organization's goals and objectives.
- ☞ Understanding the current state of e-business and the possible advantages and disadvantages of an e-business strategy.
- ☞ Aiding in the development of managerial e-business tactics and objectives for the organization's supply chain management functions.

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- ☞ Exploring and explaining the legal and international implications of conducting e-Business.
 - ☞ Analyzing and evaluating how the Internet, e-business technologies, and e-business concepts can assist an organization realize its goals and objectives.

Topics

1. Introduction, background and current status
2. e-Business Architecture
3. Enabling technologies
4. e-Business Infrastructure
5. e-Business Design, Capacity Planning, Performance Modeling
6. e-Business Models
7. e-Marketing, e-CRM
8. e-Business Security/Payment services
9. e-SCM, e-Procurement
10. Knowledge Management
11. ERP, e-Business backbone
12. e-Business strategy into action, Challenges, e-Transition and Summary
14. Business Plan Presentation and Demonstration "Materializing e-Business : From idea to realization".

V.11 ENTERPRISE RESOURCE PLANNING

Objectives

The course aims to provide an understanding of the issues involved in design and implementation of ERP systems. It focuses on the cross-functional processes and integration of events/transactions across different functional areas in organizations. On completion of the course, it is expected that the student would be able to demonstrate :

- ☞ An understanding of the architecture of the ERP systems.
- ☞ The understanding of ERP models and information flows underlying the ERP softwares.

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- ☞ How integration works in an enterprise system, and the linkages with organizational processes.
 - ☞ The basic principles and issues behind the ERP system design and configuration.
 - ☞ Understanding of issues involved in ERP implementation.

Topics

1. Introduction to ERP Systems
2. Review of DBMS and Transaction processing concepts
3. Business Processes and integration across functions
4. MRP II model and organizational processes :
 - Sales and Distribution
 - Procurement
 - Production Planning
 - Order fulfillment
5. Financial Model :
 - Financial Accounting
 - Controlling
6. the Information Model :
 - Introduction to business information flows
 - Introduction to business work flows
7. Issues in customizing ERP systems for organizations
8. Top Management concerns and ERP systems
9. Introduction to Extended ERP (ERP II)/Advanced Planning Systems
10. ERP implementation.
11. Issues in utilization enhancement.

V.12 HUMAN RESOURCE INFORMATION SYSTEMS

Objectives

Today it is self-evident that information technology is fundamental to the practice of general management. The Human Resource Information Systems elective is designed to improve student's understanding of this technology, the people who work with it, and its role in organizational performance. With the advent of this technology, comes a need for its use in the human resources function, which this course particularly focuses on.

Information technology spans all business functions. From their genesis as automated accounting systems, information systems have evolved to become the core of (and sometimes the impediment to) many organizations' competitive strategies. The course is designed to investigate both the challenges and the opportunities that are the result of this pervasiveness. It is intended to improve fluency with and comfort in addressing the issues relating to the management of information technology in the human resources function facing most organizations today. In particular, the course aims to:

- ☞ create awareness in upcoming managers, of different types of information systems in an organisation so as to enable the use of computer resources efficiently, for effective decision making.
- ☞ understand various Management Information Systems operating in an organisation particularly in the Human Resources Management functional area and explain its relationship with the various other activities of the organisation.
- ☞ understand how Human Resources Information Systems are bought/developed and implemented for various levels in an organisation.
- ☞ explore the use of some common Information Systems development tools.

Topics

1. Computers and Computer Based Information Systems / Introduction to Computer Based Information Systems -TPS/MIS/EIS/ES/DSS/OA
2. Management Concepts and CBIS / Case Study
3. Management Information Systems
4. Functional Applications / Exercise
5. HRIS Life Cycle/HR responsibility in each phase of HRIS development
6. Pre implementation stage of HRIS:
 - HRIS planning
 - HRIS expectation

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- Productivity through HRIS
 - HRIS cost-benefit value analysis
 - Getting Management support for HRIS
 - Limitations of computerisation of HRIS
7. Implementation of HRIS:
 - Tools in HRIS development
 - Cases and Exercises
 8. Human Resources Information Systems in large & small organisations: Cases and Exercises
 9. Packaged Human Resources Information Systems / Business Process Re-engineering, Enterprise Resource Planning Systems
 10. Emerging Trends in HRIS, Networking, Internet, Intranet, Technology Implications, etc.

V.13 INFORMATION SECURITY AND RISK MANAGEMENT

Objectives

Enhancing understanding of the :

- ☞ Types of risk and types of controls available to counter them
- ☞ Cryptology and encryption theory and practice
- ☞ Key elements of a Risk Management program
- ☞ Technical controls for risks in networks and e-mail
- ☞ Legal, moral and ethical concerns in Risk Management

Topics

1. Aspects of Security
 - Information Age and Risks
 - Vulnerabilities
 - Causes and Effects
 - Communications Security Criteria
 - Requirement Specification
 - System Design

-
- Physical Security
 - Organizational Integrity
2. Risk Management
- Grade of Risk
 - Level of Threat
 - Constraints
 - Balancing Risks and Countermeasures
 - Standards
3. Encryption Principles
- Theory and Terminology
 - Public Key Systems
 - Message Authentication
 - Underlying Mathematics
 - Data Encryption Algorithm
 - Public Key Algorithms
 - Current Developments
4. Keys and Key management
- Algorithm and Keys
 - Types of Keys
 - ☞ Secret Key
 - ☞ Public Key
 - ☞ Hashing
 - ☞ Digital Signature
 - Key Management
 - Digital signature and One Way Hash Functions
5. Technical Controls
- Access Control
 - File Protection
 - Virus Protection
 - Operating Systems
 - Databases and DBMSs
 - Security Protocols
 - Identification and Authentication
 - Network Security

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- Email Security
 - Intrusion Detection
 - Audit Trails and Audit Reduction

7. Application Specific Risks

- Real-Time Control Systems
- Banking and Financial Transactions
- Legal and Contract Data
- Intellectual Property
- Personal Data
- National Security

V.14 I. S. STRATEGY

Objectives

The objective of this course is to arm the students, from both Business and Technology sides, with the knowledge to create substantial shareholder value by creating a well thought out and clearly articulated IS Strategy i.e. aligning IT capability with business strategy.

This course introduces a business focused and quantitative approach and framework to IS Strategy. It helps you understand:

- ☞ The 'big picture' of IS Capability - where does IS Strategy fit in?
- ☞ IS Strategy - what is it and how is it created?
- ☞ How to assess current alignment, identify and prioritize initiatives to achieve alignment and monitor and control value creation?
- ☞ How to work collaboratively between business and IT?

Topics

1. Introduction: Forces that shape business strategy, Analyzing the impact of IT on Strategic decision making
 - IT Evolution and its implications for business (BusinessóIT Alignment)
2. IT Productivity Paradox
 - Factors Contributing to the IT Productivity Paradox. Does the Paradox Still Exist? Moving Beyond the Paradox.

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3. Building the Networked Economy
 - Value Chain and value Creation: The notion of value and value creation is examined in relation to value chains and business processes.
 4. Reasons for success and failure of IT projects
 5. A Portfolio Approach to IS Development
 6. Process Perspective of Valuation: To mix process and variance approach or not. Is it another management buzz phrase?
 - Advantages of Variance and Process Approaches. Combining Process and Variance Approaches.
 7. Valuation of IT Impact ñ APV method vis-a vis other methods
 8. Technology Justification Models:
 - The Real Options Approach. Economic Value Added. Statistical Approaches.
 9. Managing IT Infrastructure - IT Infrastructure and Strategic Alignment, Strategies for Managing Diverse IT Infrastructures
 10. Managing IT Outsourcing: Strategies for managing outsourced operations
 11. Challenges and Opportunities in Assessing IT Payoff: Enterprise Resource Planning Systems
 12. Strategic impact of IT on Entertainment Industry:
 - Strategic Dissonance, Burgelman and Grove, California Management Review, Winter, 1996.
 13. Strategic impact of IT on Financial Services:

V.15 OBJECT-ORIENTED PROGRAMMING

Objectives

- ☞ Object Oriented Programming is the most dramatic innovation in software development in the last decade. Because of their inherent complexity, programmes are prone to expensive error. OOP offers a new and powerful way to cope with this complexity.
- ☞ The fundamental idea behind object oriented languages is to combine into a single unit both data and the functions that operate on that data. Such a unit is called an object.

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- ☞ An object's functions typically provide the only way to access its data. The data is hidden, so it is safe from accidental alteration. Data encapsulation and data hiding are key terms in the description of object oriented languages.
 - ☞ If one wants to modify the data in an object, one knows exactly what functions interact with it: the member functions in the object. No other functions can access the data. This simplifies writing, debugging and maintaining the programme.
 - ☞ One of the benefit of objects is that they give the programmer convenient way to construct new data types. We can also use conventional operators in diverse ways. This is known as polymorphism.
 - ☞ OOP presents new concepts and new tools for implementing them. Some of the key concepts are operator overloading and inheritance. One of the main features of this course will be to develop object oriented databases.
 - ☞ The course will be taught using Turbo C++.

Topics

1. Basics
2. Loops and Decisions
3. Structures
4. Functions
5. Objects and Classes
6. Arrays
7. Polymorphism and Overloading
8. Inheritance
9. Graphics
10. Animation
11. Pointers
12. Virtual functions
13. Object oriented databases
14. Programming of intelligent games

V.16 SOFTWARE PROJECT MANAGEMENT

Objectives

Over the years several systematic techniques have evolved for software development. These techniques are used now in almost all-modern software development efforts. These techniques provide systematic ways of doing requirements specification, design, coding, testing maintenance, and project management.

- ☞ Expose the students to systematic software development techniques.
- ☞ The students at the end of the course be able to specify, and decompose large problems into smaller logically coherent pieces.
- ☞ The students would be familiar with structured analysis and design, and object-oriented design
- ☞ The students can systematically design test cases.
- ☞ The students would be exposed to modern concepts in software quality and reliability.
- ☞ The students would be exposed to software project management techniques.

Topics

1. Introduction

- to define software development and explain why it is important.
- introduce concept of a software product and the attributes of well-engineered software.
- to describe the basic activities of the software development processes.
- a generic view of software development.

2. Programming Paradigms

- Programming in the large
- The role of programming languages
- The programming language design principles
- Object-oriented programming
- Concurrent programming
- Functional programming
- Logic programming

3. Life Cycle Models

- overview of different types of processes and life cycle models including the waterfall - model, the v-model, the spiral model and various prototyping models.

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- modeling techniques and tools
4. Project Management
 - project planning and scheduling
 - illustration of the use of graphical representations (activity charts and bar charts)
 - work break-down structure, risk management, cost and cost estimation
 5. Requirements Analysis and Specification
 - functional and non-functional requirements
 - ways to describe different kinds of requirements and how to prototype them
 - formal methods to be used in specifying and evaluating requirements
 - requirement documentation, requirement reviews, requirement quality and how to measure it, requirements testability and selection of a specific method
 6. Software Design Fundamentals
 - framework for software architecture
 - difference between conceptual and technical design
 - two basic approaches to design : composition and decomposition
 - characteristics of a good design, design strategies, system design techniques
 - design quality
 7. Function-Oriented Design
 - s/w design as a set of functions sharing system state information
 - notations to represent function-oriented design
 - process of function-oriented design
 - sequential and concurrent function-oriented design
 8. Object-Oriented Design
 - s/w design as a set of interacting objects which manage their own state and encapsulate state operations
 - process of OO design
 - models used to describe OO design
 - implementation of objects as concurrent processes
 9. Coding and Unit Testing
 - coding standard and procedures
 - coding guidelines and documentation
 - testing a variety of systems

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- unit test considerations
 - unit test procedures

10. Integration and System Testing

- integration testing
 - ☞ top down integration
 - ☞ bottom up integration
 - ☞ regression testing
 - ☞ integration test documentation
- systems testing
 - ☞ recovery testing
 - ☞ security testing
 - ☞ stress testing
 - ☞ performance testing

11. Software Quality Assurance

- quality factors
- procedures and standards leading to high quality software
- tools for quality assurance

12. Software Reliability

- notion of software reliability and problem of reliability specification and measurement
- metrics used to quantify reliability
- expressing reliability of different parts of a large software system in different ways
- process of statistical testing for reliability assessment
- software safety and hazard analysis

13. Software Maintenance

- corrective maintenance
- adaptive maintenance
- effective maintenance
- preventive maintenance

14. Software Reuse

- advantages/disadvantages of reusing software components
- process involved in software development with use and software development for reuse

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- characteristics of reusable software components
 - generic reusable components
 - domain engineering
 - ☞ is how to build reusable components
 - ☞ is classifying and retrieving reusable components

15. Client-Server Development

- structure of client-server systems
- software components for c/s systems
- distributions of software components and their linking
- analysis, modeling and design issues

VI. MARKETING

VI.1 MARKETING - I

Objectives

- ☞ To understand and appreciate the concept of marketing in theory and practice
- ☞ To evaluate the environment of marketing and develop a feasible marketing plan (process)
- ☞ To understand and apply the STP of marketing (segmentation, targeting, positioning)
- ☞ To have an elementary knowledge of consumer behaviour and marketing research
- ☞ To understand and appreciate the concept of marketing strategy formulation and implementation

Topics

1. Introduction to Marketing
2. Marketing Process
3. Marketing Environment
4. Segmentation
5. Targeting, Positioning
6. Consumer Behaviour
7. Marketing Research
8. Demand forecasting
9. Competition
10. Marketing Strategy
11. Customer Satisfaction

VI.2 MARKETING - II

Objectives

- ☞ Planning, designing and implementing marketing strategy to achieve the long-term objectives have been critical for any firm in a competitive market situation. This course seeks to develop the different analytical perspectives, management decision tools.

Topics

1. Introduction
2. Developing new market offerings
3. Product Life Cycle
4. Designing global market offerings
5. Product and Branding strategy
6. Project Proposal Presentation
7. Designing and managing services
8. Developing pricing strategy
9. Advertising Strategy
10. Media Planning
11. Marketing Channels
12. Retailing
13. Marketing Communication
14. Advertising
15. Managing sales force
16. Industrial Marketing
17. Total Marketing Effort

VI.3 BUSINESS-TO-BUSINESS MARKETING

Objectives

- ☞ To prepare for a career in iBusiness to Business Marketing
- ☞ To expose the students to a variety of product-market situations in the Indian context
- ☞ To share the development in the area of Relationship Marketing (RM)
- ☞ To share the concepts and frameworks which may be more relevant in industrial marketing situations
- ☞ To develop skills to formulate implementable marketing strategies

Topics

1. Organizational Buying Behaviour
2. Market Segmentation Strategy
3. Product Decisions (Matured Markets)
4. Management of New Industrial Products: Mapping the Entry Barriers
5. Pricing
6. Communication for Industrial Markets
 - ⇒ Communication Objectives, Tasks & Policies
7. Industrial Selling : The Indian Ground Realities
8. Relationships in Marketing : Its Many Facets
9. Channel Partnership
10. Relationship Marketing : Supplier Partnership
11. Customer Expectations and RM validity and Value for Money
12. Customer Satisfaction and Customer Relationship Management

VI.4 COMPETITION AND GLOBALIZATION

Objectives

The primary objectives of this course are to :

- ☞ Equip the students with several viewpoints, concepts and frameworks to study competition and globalization.
- ☞ Provide an opportunity to study in depth the global competitiveness of Indian firms.
- ☞ Study globalization attempts of countries and lessons for India.

Topics

1. Competition : Some Viewpoints
2. Porter's Framework on Competition
3. C K Prahalad's and Gary Hamel's Views
4. Sheth and Sisodia's Views
5. Rethinking New Perspectives
6. Perspectives on Globalisation
7. Globalization : The MNC and TNC Organizations
8. Globalization of Brands
9. Globalization of the Indian Business and Firms
10. Coping with Global Competition

VI.5 CONSUMER BEHAVIOUR

Objectives

At the end of the course it is expected that the students will be :

- ☞ proficient and knowledgeable about the various disciplines contribution in understanding buyer behaviour in a wholistic manner
- ☞ familiar with the advances in consumer research in deciphering buyer motivation, and behaviour (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions
- ☞ equipped with frameworks to analyze consumers behaviour and use them in designing marketing strategies and in enhancing the effectiveness of marketing programmes

Topics

1. Consumer Behaviour - An Introduction, Key Foundations
2. Key Determinants of Buyer Behaviour and a Framework of Buyer Behaviour
3. Family Influences on Buyer Behaviour
4. Reference Groups, Opinion Leaders and Social Influences
5. Social Classes, Social Stratification and Buying Behaviour
6. Cultural Influences on Consumer Behaviour
7. Individual Determinants of Buyer Behaviour and Internal Processes
Understanding Consumer Motivation
8. Consumer Personality and Self Concept
9. Learning, Memory and Behaviour Modification
10. Formation and Modification of Consumer Attitudes
11. Consumer Decision Process - Prepurchase Issues
12. Purchase and Post Purchase Behaviour, Consumer Dissonance
13. Situational Determinants of Buyer Behaviour
14. Individual Adoption and Resistance Behaviour
15. Consumer Behaviour and Public Policy

VI.6 INTEGRATED MARKETING COMMUNICATIONS

Objectives

- ☞ To provide an appreciation of the range of tools available for marketing communications.
- ☞ To provide an understanding of the basic principles of planning and execution in Marketing Communications.
- ☞ To develop a managerial perspective and an informed decision-making ability for effective and efficient tackling of promotional situations.

Note : This course does not teach or measure creative work, like art, layout or copy writing.

Topics

1. The crisis of Advertising
2. Marketing and the Communications Mix
3. The Decision of Buy
4. The Brand System
5. Planning Communications
6. The message, the target and the media
7. Research in Marketing Communications
8. Cultural and Ethical Concerns in Advertising

VI.7 INTERNATIONAL MARKETING

Objectives

- ☞ The course participants will become more familiar with the nature and practices of international marketing. They should feel equally confident to be able to distinguish international marketing mechanics from the domestic marketing models and approaches.
- ☞ They would be far more equipped to design and participate in designing an international marketing strategy.
- ☞ The spin-off benefits to the participants should be to develop in them a right attitude, inject enthusiasm and hone their interactive ability as they address the issues and challenges of operating in the international markets.

Topics

1. Introduction to International Marketing
 - International Marketing Environment
 - Preparing for international Marketing Strategies
2. International Marketing Mix
 - International Research and Segmentation
 - Developing Global Products and Pricing
 - International Promotion and Advertising
 - International Distribution Systems

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3. The Indian Export Scenario
 - The Export Import Scene in India
 - Import-Export Policy
 - Export Documentation
 - Export Procedure
 - International Technology Transfer and Counter Trade
 - The Trade Mark Regime
 4. International Marketing Planning
 - Managing Systems for International Marketing
 - Reflection and Evaluation of the Endeavours

VI.8 MARKETING DECISION MODELS

Objectives

- ☞ Explain how analytical techniques can help in enhancing marketing decision-making in modern enterprises.
- ☞ Formulate long term marketing strategy with sound analytical judgment.
- ☞ Expose students to numerous examples demonstrating the value of the analytic approach to marketing decision-making.

Topics

1. Response Modeling
2. Market Segmentation
3. Choice based segmentation
4. Positioning Analysis
5. Project Presentation : Research Framework
6. Strategic Marketing Decisions
7. Portfolio Analysis
8. New Product Design
9. Forecasting Sales of New Products
10. Advertising Decisions

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11. Sales Force Decisions
 12. Distribution Decisions
 13. Pricing Decisions
 14. Promotion Decisions
 15. Strategy Decisions
 16. Organizational Buying Model

VI.9 MARKETING FAIR

Objectives

Over the years, the Marketing Fair has become one of the most recognisable symbols of our institute. In its simplest form, the concept of marketing fair is fun and learning. The learning is serious but the challenge still is to provide delight to the fair's visitors and a value to the client companies. The objective of the course is to achieve this delicate balance.

Topics

1. Problem Allocation
2. Research Design Presentation
3. Game Design Presentation
4. Fabrication Begins
5. Data Presentation
6. Report Submission

VI.10 MARKETING IN PRACTICE

Objectives

- ☞ To provide the to-be managers in the marketing area a practical exposure
 - ☞ To ensure the illustration of application of marketing theories in practice
- This would be achieved in two different ways.*
- ☞ Lectures by practitioners (executives from various fields of marketing)
 - ☞ Computer based Simulation game Markstrat 3.10

Topics

1. Segmentation, Targeting, Positioning
2. Brand awareness, Brand Management
3. Portfolio Management
4. Benchmarking, Responding to competition
5. Production decisions, Pricing decisions, Advertising decisions
6. Sales force management, Distribution decisions
7. Utility of Marketing research studies
8. Budget decisions
9. R & D, New product launch
8. Development and execution of Marketing Plan

VI.11 MARKETING LAW

Objectives

The Law and our legal system have a pervasive impact on marketing activities. Decisions of marketing executives frequently raise issues which should be carefully evaluated as to their legal consequences before they are implemented. The failure to appreciate these legal implications can lead to seriously damaging, if not disastrous, results for a firm.

The approach of this course would be to address National Laws and court decisions that relate to the four main areas of marketing study, the so-called 'four P's' of marketing: product, price, place and promotion.

Topics

1. Legal Issues Relating to Product Quality and Material Movement
 - Conditions and warranties
 - Implied Conditions
 - Rule of Caveat Emptor [Buyer Beware]
 - Transfer of Title
 - Nemo Dat Quod Non Habet
 - Sea Transit : FOB, CIF, Ex. Ship
 - Rights of Unpaid Seller

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- Lien
 - Stoppage in Transit
 - Right to Resale
 - Remedies
2. Rules Relating to Hire- Purchase
- Position of Parties to Hire Purchase
 - Conditions and warranties
 - Limitation on Hire Purchase Charges
 - Passing of Property
3. Laws Relating to Common Carrier
- Definition of Common Carrier
 - Distinction between Common Carrier and Pvt. Carrier
 - Liabilities of Common Carrier
4. Legal aspects of Delivering Goods for Carriage and Warehousing
- Rights of Warehouse
 - Duties and Liabilities of Warehouse
5. Rights to do any Trade or Business
- Fundamental
 - Legal
 - Restrictions
6. Restraint of Trade
- Knock ñ Out Agreement
 - Trade Combination
 - Solus or Exclusive Dealing Agreements
 - Restraints upon Employees
7. Law Relating to Services Marketing
- Concept of Service
 - Deficiency in Service
 - Real Estates
 - Hospital
 - Carrier
 - Courier

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- Bank
 - Transport Service

8. Legal Aspects of Restrictive Trade Practices

- Tie-in Sales or Full Line Forcing
- Price Fixing
- Predatory Pricing
- Exclusive Dealing
- Territorial Restriction
- Refuse to Deal

9. Legal Aspects of Unfair Trade Practices and some aspects of Advertisement

- False and Misleading Representation
- Bait Advertising and Bargain Price
- Offering Gifts and Prizes and Conducting Promotional Contests
- Withholding Information about Final Results of scheme
- Hoarding and Destruction of Goods
- Spurious Goods

10. Competition Law

- Introduction
- Meaning
- Anti-competitive agreement
- Anti-competitive agreement : Competition within India & Effects Doctrine
- Anti-competitive agreement : Horizontal
- Anti-competitive agreement : Fixing prices
- Anti-competitive agreement : Vertical Agreements
- Anti-competitive agreement : Limiting and Controlling Production & Investment
- Acquisition, Merger & Amalgamation
- Anti-competitive agreement & WTO

VI.12 MARKETING RESEARCH

Objectives

The objective of the course would be to give the students an understanding of marketing research from both user's (management) and doer's (the researchers) perspective.

Topics

1. Introduction: A decision making perspective of Marketing Research
2. An Overview of the Marketing Research
3. Problem Identification
4. Methodology
5. Qualitative Research
6. Factor Analysis
7. Multi Dimensional Scaling
8. Pre-processor to MDS
9. Conjoint Analysis
10. Discriminant Analysis
11. Cluster Analysis
12. Segmenting and Positioning
13. New Product Development
14. Pricing Research
15. Media Research
16. Strategy Formulation
17. Brand Value
18. Selling the Idea of MR

VI.13 PRODUCT AND BRAND MANAGEMENT

Objectives

- ☞ To help the students appreciate the relationship between Corporate Strategy and Product and Brand Management
- ☞ To equip the students with the various dimensions of product management such as product-line decisions, product platform and product life cycle
- ☞ To provide a framework to understand the new product development process, the organizational structures for new product development and product management functions within an organization
- ☞ To explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset including brand associations, brand identity, brand architecture, leveraging brand assets, brand portfolio management etc.
- ☞ To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors.

Topics

1. Product Management — An Introduction
2. Corporate Strategy and Product Policy
3. Productline Decisions
4. Product Life Cycle and Marketing Strategies
5. New Product Development and the Techniques of Idea Generation and Screening
6. Concept Development and Testing
7. Test Marketing
8. Launching and Tracking New Product Programmes
9. Organising for New Products
10. Introduction to Brand Management and Crafting of Brand Elements
11. Consumer Brand Knowledge
12. Brand Identity, Personality and Brand Associations
13. Managing Brand Architecture and Brand Portfolios

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14. Corporate Branding and Tools for Building Brand Equity
 15. Leveraging Brand Equity
 16. Measurement of Brand Equity

VI.14 RETAIL MANAGEMENT

Objectives

- ☞ To identify and understand the significance of retailing in the current business environment
- ☞ To develop guidelines to build a retailing business
- ☞ To identify the competition in the market and develop strategies for retailing business accordingly
- ☞ To identify significant characteristics of the end consumer, understand its significance for the retailing business and develop strategies accordingly
- ☞ To identify the paradigm shifts in retailing business with increasing scope of technology / e-business and develop strategies accordingly.

Topics

1. Introduction to retailing, concept
 - Nature, scope
 - Retail institutions, types
 - History (success failure stories)
 - Retail organization structure
 - Retail management process
 - Indian retailing scenario
2. Environment of retailing
 - Customers
 - Market / competitors
 - Internal strengths and weaknesses
 - Channel behaviour
3. Retailing Strategy
 - Differential advantage and strategic planning
 - Financial strategy
 - Human resource strategy
 - Marketing strategy
 - ☞ pricing strategy

-
- ☞ vendor relation and distribution strategy (conflict resolution, logistics)
 - ☞ promotion strategy
 - ☞ location
 - ☞ layout / design
 - ☞ servicing the retail customer
4. Merchandise management
 - Merchandise plan
 - Merchandise buying and handling
 - Category management
 - Merchandise presentation
 5. Merchandise support management
 - Managing human resources
 - Managing operations
 - Managing retail research and information systems
 6. Conclusion
 - Integration and control (retail audit)
 - Influence of changing environment on retailing
 - ☞ demographic changes
 - ☞ lifestyle changes
 - ☞ technology changes (e-business)
 - Career in retailing

VI.15 RURAL MARKETING

Objectives

At the end of the course it is expected that the students will be

- ☞ Able to understand the present level of penetration of products and services in Rural Markets and its potential.
- ☞ Familiar with the changing profile of the rural consumer and at its consumption pattern.
- ☞ Exposed to the innovative marketing strategies developed by Indian firms as well as MNCs for the Rural Markets.
- ☞ Comfortable in designing product, price, distribution and promotional strategies for different classes of product targeted at Rural Consumers.

Topics

1. Rural Marketing
 - Relevance and Importance in the Emerging Scenario
2. Rural Market Environment and The Structure of Indian Market
3. Problems in Rural Marketing
4. Understanding the Process or Diffusion and Opinion Leadership
5. Strategies for Rural Markets
6. Changing Profile of the Rural Consumer
7. Developing Product Strategies for Rural Markets
8. Pricing Strategies for Rural Markets
9. Developing Distribution Channels for Rural Markets
10. Media Planning for Rural Markets

VI.16 SALES AND DISTRIBUTION MANAGEMENT

Objectives

- ☞ To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
- ☞ To pay special emphasis on the practising manager's problems and dilemmas.
- ☞ To develop skills critical for generating, evaluating and selecting sales and distribution strategies.

Topics

1. Distribution Management Module
 - Sales and Distribution Management
 - Distribution Objective/Strategy
 - Interface between Salesforce and Channel
 - Channel Design
 - Implementing Channel Design
 - Managing the Channel Members
 - Channel Power and Conflict
 - Channel Evaluation

-
2. Sales Management Module
 - Territory Allocation
 - Managing Accounts
 - Effective Selling
 - Salesman Recruitment
 - Compensation and Motivation of Sales Force
 - Supervisory Styles
 - Sales Organization
 - Evaluation and Control of Sales Personnel

VI.17 SERVICES MARKETING

Objectives

- ☞ Planning and implementing the marketing strategy for service products requires a different sort of approach, which is different from the traditional goods marketing. The objective of this course is to acquaint the students to the uniqueness of the services characteristics and its marketing implications. The intent of the course is to discuss, measure and analyze several facets in the area of services marketing essential for the success of a service sector firm.

Topics

1. Service Marketing : Uniqueness and challenges
2. Service Marketing Strategies
3. Managing Demand for Services
4. Pricing of Services
5. Communication of Services
6. Delivering of Services
7. Service Quality
8. Customer Satisfaction and Delight
9. Service Profit Chain
10. Quality and Profitability
11. Return on Quality
12. Service Productivity

VI.18 STRATEGIC MARKETING

Objectives

Being a capstone course of the Marketing Module, some of the key objectives of this course are :

- ☞ To help students sharpen their analytical abilities in integrating strategic marketing decision in a comprehensive manner.
- ☞ To become familiar with the concepts and framework in marketing strategy, strategic market planning, competition analysis and in creating competitive advantage.
- ☞ To relate marketing in the context of the whole organization with special emphasis on strategic management.

Topics

1. Many Facets of Strategic Marketing
2. Strategic Marketing : Over all view
3. Product and Service Strategy and Management
4. Re Aligning Marketing Resources
5. Competitive Strategy
6. Trun Around Strategy
7. Opportunity Analysis & Market Targeting
8. Distribution Strategy
9. Innovative Strategies
10. Product & Service Strategy & Management
11. Growth Strategies
12. Strategic CRM : Facets and Pay offs

VII. ORGANIZATIONAL BEHAVIOUR

VII.1 OB - I : INDIVIDUAL AND GROUP BEHAVIOUR IN ORGANIZATION

Objectives

Upon completion of the course, the students should be able to have better understanding and grasp of

- ☞ The basic concepts and theories underlying individual behaviour besides developing better insights into one's own self
- ☞ Individual behaviour in groups, dynamics of groups and team building besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves.

Topics

1. Introduction
2. Personality, Self-awareness
3. Perception and Attribution
4. Learning
5. Values and Attitudes
6. Motivation
7. Groups, Group Dynamics, Teams
8. Skills for Managing Teams - Communication, Conflict, Power & Influence.
9. Leadership
10. Building Healthy Team Culture

VII.2 OB - II : ORGANIZATIONAL STRUCTURE, DESIGN AND CHANGE

Objective

- ☞ To develop an understanding of the nature, functioning and design of organization as social collectivities.

-
- ☞ To examine the reciprocal relationship between the organizational characteristics (for example : structure, strategies, systems etc.) and managerial behaviour.
 - ☞ To develop theoretical and practical insights and problem-solving capabilities for effectively managing the organizational processes.

Topics

1. What is an Organization?
2. Determinants of Organizational Design
3. Parameters of Organizational Design
4. Organization and Environment
5. Organizational Strategy
6. Organization and Technology
7. Types of Organizational Structures
8. Power and Conflicts in Organizations
9. Organizational Decision-Making and strategy-Formulation
10. Organizational Culture
11. Organizational Failure and Pathology
12. Organizational Change and Development
13. Organizational Learning and Transformation
14. Do "Organizations" Have a Future?

VII.3 ASSERTIVENESS TRAINING

Objectives

- ☞ To stand up for one's own rights without anger, fear or guilt.
- ☞ To deal more effectively with employers, employees and people in personal life.
- ☞ To gain self-confidence and healthy self-respect while retaining respect for other's rights.

Topics

1. Benefits of Assertiveness : Personal Growth Lab
2. Concept of Assertiveness: Components of Assertive behaviour
3. Measuring Assertiveness
4. Assertiveness Goals
5. Rational-emotive Assertiveness Training
6. Handling Fear
7. Handling Anger
8. Handling Depression
9. Developing Assertive Behaviour Skills
10. How to Handle Put-downs
11. Assertiveness on the Job
12. Assertiveness in Interpersonal Relations
13. Assertiveness in Everyday Commercial Situation
14. Assertiveness and Others

VII.4 BUILDING LEARNING ORGANIZATIONS

Objectives

- ☞ To develop a comprehensive framework to understand knowledge as a strategic edge in turbulent environment.
- ☞ To gain insight into the organizational learning processes, how they can be fostered and enhanced.
- ☞ To appreciate the learning techniques necessary to facilitate building corporate competency and knowledge-base.

Topics

1. Emerging Business Realities
2. Why Organizations need to Learn
3. Organizational Learning : A Capabilities-Based View

-
4. Learning Tools and Techniques
 - Systems Thinking
 - Benchmarking and Process Mapping
 5. Knowledge-based Competition
 6. Knowledge-Creation and Acquisition Processes
 7. Measuring Learning : The Intellectual Capital
 8. Architechting a Learning Organization

VII.5 CONSULTING TO MANAGEMENT

Objectives

The Course aims to:

- ☞ Provide a full perspective on Management Consulting.
- ☞ Develop techniques and skills of a consultant.
- ☞ Develop skills of handling a client
- ☞ Develop insight into some areas of consulting.

Topics

1. Introduction to Management Consulting
2. Stages in Consulting
3. Gaining Access to a Client
4. Preparing a Consulting Proposal
5. Contracting Overview and Meeting
6. Roles consultants Play
7. Entering the Client Firm
8. Diagnosis : Several Approaches
9. Diagnosis: Defining the Information Need
10. Presenting Diagnosis
11. Several Data Collection Techniques

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12. Review
 13. Analysing Resistance
 14. Developing Recommendations and Planning Intervention
 15. Presenting your Analysis and Managing Group Meeting

VII.6 CROSS-CULTURAL MANAGEMENT

Objectives

- ☞ Develop a cognitive framework to appreciate the impact of culture on managerial behavior and business processes
- ☞ Develop behavioral and cognitive skills to operate in the cultures of key countries
- ☞ Apply his /her understanding of cultural nuances to managerial / leadership effectiveness, interpersonal communication / negotiations, designing systems and structures, HR practices, etc.

Topics

1. Understanding Culture
 - Introduction
 - Key Concepts
 - Determinants of Cultural Identity
2. Frameworks for Mapping the Culture
 - Geert Hofstede
 - Clyde Cluckhohn
 - TE Hall
3. Studies of National Culture
4. Implications for Management Theory and Practice
 - Adjusting to the New Culture
 - Cultural Relativity of Management Theory
 - Competencies for Global Manager

VII.7 DESIGNING ORGANIZATIONS FOR UNCERTAIN ENVIRONMENT

Objectives

This course aims to provide a comprehensive perspective on new emergent organizational forms by discussing them in the perspective of environment, strategy and systems & processes. Specifically, it will help the participants to :

- ☞ Develop and acquire cognitive framework to understand and analyze the hyper-turbulent business environment.
- ☞ Gain insights into strategic models which successful organizations deploy to develop their strategies.
- ☞ Learn designing principles to create organizations capable of performing in uncertainty and hyper-turbulence.
- ☞ Appreciate the HR/People systems and processes required for emergent organizational forms.

Topics

1. Understanding Emerging Environment :
 - Emergence of Vortical/Type-5 environment
 - Understanding Hyper-turbulence
 - Networks & Business Eco-Systems
 - Role of Information Technology in Shaping Business Environment
 - Understanding Impact of Technological Discontinuities
 - Law of Increasing Returns in Networked, Knowledge-Based Economy
2. Changing Models of Strategy :
 - Strategy-Making under Uncertainty
 - Application of Complexity/Chaos Theory to Strategy
 - Strategy as "Sense-Making"
 - Shaping and Adapting to Networks
3. New Forms of Organization :
 - Organizations as Networks
 - Types of Network Organizations/Clusters : Kingdom and the Republic
 - Self-Organising Systems
 - Organizational Designs for Change and Innovation
 - Designing Principle for New Forms of Organizations

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4. People and Process issues in Emerging Organizational Forms
 - Systems for Team-Based Functioning
 - High Performance Work Systems
 - Managing Empowerment and Accountability
 - Designing Roles and Systems for Flat, Networked Organizations
 - Developing Competencies for New Organizational Forms

VII.8 IMPRESSION MANAGEMENT

Objectives

- ☞ Be able to effectively and appropriately use a variety of tactics to manage the impressions that others have of you.
- ☞ Understand why people are motivated to manage others' impressions of them, and how this motivation varies across situations and persons.
- ☞ Have the capacity to perceive clearly the effects of self-presentation in organizations and the role played by the myriad of factors that moderate those effects.

Topics

1. An introduction to impression management; Impression formation.
2. Tactics.
3. The self-presentational motive.
4. The compass qualities; First and lasting impressions; Magic pills; Toxic traits.
5. The social context: Norms and roles.
6. The target's values.
7. Physical appearance; Body language; Voice; Communication style; Content of communication; Actions; The environment; Success; Changing from the outside-in.
8. Current social image.
9. Instrumental complementarity.
10. The private self.
11. Worrying about impressions.

VII.9 INDIAN PHILOSOPHY AND LEADERSHIP EXCELLENCE

Objectives

- ☞ Understanding how the Indian worldview will affect your effectiveness as a manager.
- ☞ Enhancing self-awareness by delving deeper into what constitutes your true self, and hence making your life richer and less stressful.
- ☞ Developing greater insights regarding your life goals and the means to achieve those goals.
- ☞ Being able to transform others by taking them closer to their real roots and thereby enhance effectiveness.

Topics

1. The Vedas: General aspects; Life Goals ó Dharma, Artha, Kama and Moksa.
2. Samhitas, Brahmanas, Aranyakas.
3. Upanisads: Brahman; Atman; Gross, subtle, and causal bodies; Panca Kosa (five sheaths); Waking, dream, deep sleep, and Turiya (fourth) states; Identity of Brahman and Atman; Realization of Brahman; The Path to Realization; Sravana (hearing), Manana (thinking), Nidhidhyasana (meditating); Karma and Reincarnation; Immortality, Samskara (impression), and Law of Reincarnation.
4. The auxiliary scriptures: The Ramayana; The Mahabharata.
5. The Bhagavad-Gita: Jnana (knowledge) and Karma Samnyasa (renunciation); Work and its secret.
6. The Smrtis, the Puranas, the Tantras.
7. Jainism and Buddhism.
8. The six systems of thought: Nyaya; Vaisesika; The Samkhya system ó Three Gunas (constituents); The Yoga System of Patanjali ó The powers of the mind, Dhyana (meditation); The Purva Mimamsa; The Uttara Mimamsa or the Vedanta Sutras ó Maya and illusion, Maya and freedom; Practical Vedanta.
9. Saints and thinkers: Gaudapada; Samkara; Bhaskara; Yamuna; Ramanuja; Nimbarka; Madhwa; Vallabha; Caitanya; Ramakrishna.

VII.10 LEADERSHIP, INFLUENCE AND POWER

Objectives

This course provides an in-depth look at transformational leadership ó the mutually stimulating relationship between leader and follower that raises both of them to higher levels of human conduct and ethical aspiration. It will help, as a leader, to enhance and effectively use power not only in achieving goals, but also in enabling followers to lift themselves into their better selves. The course:

- ☞ Will give an understanding of how leadership, influence and power are related various facets of organizational life at the individual, group and macro levels.
- ☞ Be able to enhance power in organizations, tap different sources of power, and effectively use power to achieve objectives and to help elevate followers to high levels of motivation and morality.
- ☞ Will develop the capacity to perceive clearly the various tactics that others use to influence in order to achieve their objectives.

Topics

1. Decisions and Implementation
2. The structure of moral leadership
3. Diagonising Power and Dependence
4. Where does power come from?
5. Resources, allies, and the new golden rule
6. Location in the communication network
7. Formal authority, reputation, and performance
8. The importance of being in the right unit
9. Individual attributes as sources of power
10. Framing: How we look at things affects how they look
11. Interpersonal influence
12. Timing is (almost) everthing
13. The politics of information and analysis
14. Changing the structure to consolidate power
15. Symbolic action: language, ceremonies, and settings

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16. Even the mighty fall: how power is lost?
 17. Managing political dynamics productively
 18. Toward a general theory
 19. Managing with power

VII.11 MANAGEMENT OF CREATIVITY

Objectives

The course aims to develop:

- ☞ An understanding of creative processes and creative problem solving techniques;
- ☞ Managerial/behavioural skills conducive to encouraging creative efforts in self and others; and
- ☞ An insight into organizational systems and structures which facilitate creativity and innovation.

Topics

1. Understanding Creativity
2. Unblocking Creative Potential
3. Creative Person and Process
4. Creative Style
5. Profiles of the Creative People
6. Divergent Thinking Skills and Creativity Techniques
7. Creativity in Organizations
8. Selling Creative Ideas
9. Managing Creative Processes
10. Innovation, Research and Product Development
11. Organising for Creativity and Innovation
12. Innovation as Competitive Strategy

VII.12 MANAGEMENT OF RELATIONSHIPS

Objectives

As an application of the psychoanalytic explorations and principles of human relationship, this course aims at:

- ☞ A deeper understanding of the psychological dynamics of human relationships, as they are applicable to social and professional life; and
- ☞ Helping participants establish effective and satisfactory relationships in personal life and managerial practices.

Topics

1. Psychoanalysis of Human Relationships: Basic concepts
2. Psychoanalysis of Relationships within the Indian Context
3. Applications to the Organizational Relationships:
 - Oedipus in the office
 - Leadership
 - Subordinacy
 - Interpersonal Conflicts
4. Applications to Family Relations
 - Partnership
 - Parenting
 - Emotional Spillover
 - Deviant Relations
5. Psychoanalysis of Social Life in India
 - Women in India
 - Psychoanalysis and the Indian Culture

VII.13 PERSONAL EFFECTIVENESS AND LEADERSHIP

Objectives

- To identify the course participant's strengths and weaknesses as a person and a member of a group or organization using personality typing.
- To enhance one's own self awareness and to understand others utilising methods from Neuro-Linguistic Programming (NLP).

⇒ To sensitise students to the emerging perspectives on spiritual foundations of personal effectiveness and leadership.

Topics

1. Understanding your thinking process
2. Identifying the filters on your world
3. Enriched communication through sensory specific language
4. Managing your internal dialogue
5. Perceptual positions for assertiveness
6. Anchoring a resourceful state for yourself to manage conflicts
7. Creating rapport
8. Powerful persuasion strategies
9. Personality typing using Enneagram
10. Introduction to Briggs-Myers Personality Types
11. NLP Test
12. Selling with NLP
13. Managing with the power of NLP
 - * Life planning: Personal mission and vision
14. Principle Centered Leadership
15. Emotional Intelligence
16. The Road Less Travelled
17. The seven habits of highly effective people
18. Effective Life and Time Management
19. Spiritual foundations of personal effectiveness

VII.14 PERSONAL GROWTH LAB

Objectives

- ☞ To provide a conceptual framework for understanding human behaviour using NLP.
- ☞ To identify the student's strengths and weaknesses as a person and a member of a group or organization using personality typing.
- ☞ To explore feelings and behaviour using the TA model so as to discover the inner springs of one's behaviour system.

Topics

1. Understanding thinking process using NLP
2. NLP basics
3. Enriched communication through sensory specific language
4. Life Positions
5. Ego states
6. Transactions
7. Games
8. Strokes and Stamps
9. Time structuring
10. Scripts
11. Introduction to Enneagram
12. Personality types according to Enneagram

VII.15 STRESS MANAGEMENT

Objectives

- ☞ To understand the nature of stress, and the relationship between stress and managerial problems.
- ☞ To examine the various methods of assessing personal and organizational stress, and indicating ways of coping with stresses.

Topics

1. Nature of Stress ó Constructs and Problems
2. Occupational Stressors
3. Role Stress
4. Sources of Managerial Stress
5. Stress and Thought Processes ó Learning
6. Stress and Personality - Behavioural and Situational Modifiers
7. Stress and Motivation
8. Verbal and Non-verbal Indicators of Stress
9. Assessment of Stress
10. Stress and Management Change
11. Stress and Conflict
12. Leadership Styles in Stressful and Non-Stressful Situations
13. Decision Making under Stress
14. Burnout
15. Coping with Resources and Processes ó Assertiveness Training
16. Stress and Social Support
17. Group Processes and Changing Values for Understanding and Coping with Stress

VII.16 TRANSACTIONAL ANALYSIS

Objectives

- ☞ To provide a theoretical framework for understanding human behaviour.
- ☞ To explore one's own feelings and behaviour using the TA model.
- ☞ To understand the application of TA in several areas of people management organizations.

Topics

1. TA and Self Awareness
2. Concept of Script
3. Winners and Losers
4. Structural Analysis
5. Life Positions
6. Transactions
7. Games and Strokes
8. Life Scripts
9. TA Applications in Motivation, Leadership and Teamwork
10. TA in Counselling
11. Contracting for Change

VIII. PRODUCTION & OPERATIONS MANAGEMENT

VIII.1 OPERATIONS RESEARCH

Objectives

- ☞ To provide a formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate.
- ☞ To introduce some widely-used mathematical models. The understanding of these models will allow the students to communicate with persons who run them and to evaluate the results they present.
- ☞ To provide a tool that the students can use to solve management problems.

Topics

1. Linear Programming Problems (LPP)
 - An overview and scope of Operations Research
 - Introduction to Linear Programming (LP)
 - Illustration of LP Problems
 - Formulation exercises on LP Problems
 - Graphical Method of solving LPP
 - Simplex Method
 - Unboundedness, Multiple Optimum Solutions, Degeneracy and Cycling Problems
 - Artificial Variables : Big-M Method
 - Sensitivity Analysis
 - Duality Problems
 - Economic Interpretation of Simplex Tableau
 - Computer Software for Solving LPP
2. Special Types of LPP
 - Formulation of Transportation Problems
 - Sensitivity Analysis in Transportation Problems
 - Assignment Problems
3. Integer and Goal Programming Problems
 - Formulation, Cutting Plane Method
 - Branch and Bound Method

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- Applications
 - Single and Multiple Goal Programming Problems
4. Markov Chains, Queueing Theory
 - Concepts, Transition Probabilities
 - Steady-State Probabilities
 - Applications
 5. Dynamic Programming Problems

VIII.2 PRODUCTION MANAGEMENT - I

Objectives

- ☞ To get acquainted with the basic aspects of Production Management. The course attempts to discuss various important planning, organizing and controlling aspects of Operations Management. Through text and case studies, this course prepares for a study of different operational issues in manufacturing and services organizations.

Topics

1. History and Overview of Production Management
2. Capacity Planning
3. Location Planning
4. Types of Production Processes. Layout Planning
5. Productivity Management
6. Deterministic and Probabilistic Inventory Management models
7. Purchasing and Warehousing
8. Methods Study, Motion Study and Work Measurement
9. Job Evaluation
10. Wage Incentive Schemes
11. Value Analysis

VIII.3 PRODUCTION MANAGEMENT - II

Objectives

- ☞ The course is to reinforce the concepts of Production Management through various operational aspects of Production Management. Various important Production Management techniques will be covered with different problem-solving methodologies. Case studies and assignments will further augment the understanding of the subject.

Topics

1. Forecasting
2. Aggregate Planning
3. Scheduling: Gantt Charts and Sequencing
4. Project Management with PER/CPM
5.
 - Material Requirements Planning (MRP)
 - Manufacturing Resources Planning (MRP II)
 - Enterprise Resource Planning (ERP)
6. Total Quality Management
 - ISO 9000 and ISO 14000 Quality Systems
 - Statistical Process Control (SPC)
7. Maintenance Management:
 - Reliability and Maintenance
 - Replacement Techniques
8. Logistics and Supply Chain Management

VIII.4 QUANTITATIVE TECHNIQUES - I

Objectives

The objectives of this course may be specified as follows:

- ☞ to provide a basic tool kit of relevant tools which would be necessary for decision-making;
- ☞ to develop students' diagnostic and analytic skills through suitable logical problems to types;

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- ☞ to develop their ability to measure and judge quantities;
 - ☞ to provide a probabilistic base for all functional areas of management,

Topics

1. Theory of Probability
 - What is probability?
 - Experiment, sample space and events
 - Equally likely outcomes
 - Total and compound probability
 - Conditional probability
 - Law of independence
 - Bayes' theorem
 - Union of events
 - Random variables
 - Mathematical expectation and variance
2. Discrete Distributions
 - Binomial distribution
 - Poisson distribution
 - Negative binomial distribution
 - Hypergeometric distribution
3. Continuous Distributions
 - Normal distribution
 - Exponential distribution
4. Decision Theory
 - Decisions under uncertainty
 - Sequential decision-making
 - Bayesian posterior analysis
 - Bayesian preposterior analysis
5. Sampling and Estimation
 - Simple random sampling
 - Unbiased estimates

VIII.5 QUANTITATIVE TECHNIQUES - II

Objectives

- ☞ In this course our major emphasis will be on Statistical Inference. Statistical analysis as a manufacturing process begins with raw materials, which are numerical or categorical data, the finished products being whatever useful information or valuable conclusions that lie buried among the crude data. No matter how we decide problems arising in the day-do-day operation of a business, in industrial or economic planning, in science, and in everyday life, we must always face the risk of making a wrong choice. It is the task of statistics to evaluate such risks and if possible, to provide criteria which minimize the chance of making wrong decisions.
- ☞ Statistical inference is the process by which we draw a conclusion about some measure of a population based on a sample value. The measure might be a parameter, such as the average or mean amount of money that consumers plan to spend on a new car, or an attribute, such as the percent of consumers favoring foreign cars to indigenous ones. The purpose of sampling is to estimate these characteristics for the population from which the sample is selected. Sample information may be used for either of two purposes — reporting or decision-making. Tests of hypothesis are the means of doing this and they will constitute the major topic to be discussed. We will cover both parametric and non-parametric inference in this regard.

Topics

1. Sampling
2. Estimation
3. Parametric Inference
4. ANOVA
5. χ^2 -tests on goodness of fit and contingency tables
6. Non-parametric Inference
7. Regression Analysis & Tests on Correlation Coefficients
8. Design of Experiments

VIII.6 ADVANCED INVENTORY CONTROL

Objectives

To treat the subject in depth by emphasizing on the practical aspects and the latest developments in the field.

Topics

1. Introduction to Scientific Inventory Management
2. Advanced Forecasting Methods
3. Static and Dynamic Inventory Control Models
4. Materials Requirement Planning (MRP)
5. Just-in-Time Inventory Systems
6. Multi-Echelon Inventory Systems
7. Simulated Inventory Systems

VIII.7 ADVANCED OPERATIONS RESEARCH

Objectives

- ☞ To create an awareness of the techniques available to analyse a dynamic system and their application.
- ☞ To develop skills in solving managerial problems using these techniques.

Topics

1. Stochastic Processes
 - Applications in Marketing, Finance, Production and HR
2. Advanced Queuing Models
3. Non-Linear Programming
4. Quadratic, Convex and Stochastic Programming Problems
5. Game Theory

VIII.8 e-BUSINESS

Objectives

This course will provide the students with an analytical and technical framework to understand the emerging world of e-Business. e-Business poses both a challenge and an opportunity for managers. As a matter of competitive necessity, savvy managers must gain an understanding of the rapidly changing technology and business models. They need to develop a basic understanding of how electronic business differs from "real" business settings. They also need to acquire a hands-on knowledge of the underlying technological infrastructure in order to have a clear idea of the business and organizational possibilities inherent in these developments. This course will attempt to fill this need. At the end of this course, the student will be capable of :

- ☞ Evaluating the opportunities and risk factors involved in conducting e-Business.
- ☞ Identifying organizational processes and relationship that may have value added through the application of an e-business strategy.
- ☞ Assisting in the incorporation of an e-business strategy into the organization's goals and objectives.
- ☞ Understanding the current state of e-business and the possible advantages and disadvantages of an e-business strategy.
- ☞ Aiding in the development of managerial e-business tactics and objectives for the organization's supply chain management functions.
- ☞ Exploring and explaining the legal and international implications of conducting e-Business.
- ☞ Analyzing and evaluating how the Internet, e-business technologies, and e-business concepts can assist an organization realize its goals and objectives.

Topics

1. Introduction, background and current status
2. e-Business Architecture
3. Enabling technologies
4. e-Business Infrastructure
5. e-Business Design, Capacity Planning, Performance Modeling
6. e-Business Models
7. e-Marketing, e-CRM

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8. e-Business Security/Payment services
 9. e-SCM, e-Procurement
 10. Knowledge Management
 11. ERP, e-Business backbone
 12. e-Business strategy into action, Challenges, e-Transition and Summary
 14. Business Plan Presentation and Demonstration "Materializing e-Business : From idea to realization".

VIII.9 ENTERPRISE RESOURCE PLANNING

Objectives

The course aims to provide an understanding of the issues involved in design and implementation of ERP systems. It focuses on the cross-functional processes and integration of events/transactions across different functional areas in organizations. On completion of the course, it is expected that the student would be able to demonstrate :

- ☞ An understanding of the architecture of the ERP systems.
- ☞ The understanding of ERP models and information flows underlying the ERP softwares.
- ☞ How integration works in an enterprise system, and the linkages with organizational processes.
- ☞ The basic principles and issues behind the ERP system design and configuration.
- ☞ Understanding of issues involved in ERP implementation.

Topics

1. Introduction to ERP Systems
2. Review of DBMS and Transaction processing concepts
3. Business Processes and integration across functions

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4. MRP II model and organizational processes :
 - Sales and Distribution
 - Procurement
 - Production Planning
 - Order fulfillment
 5. Financial Model :
 - Financial Accounting
 - Controlling
 6. the Information Model :
 - Introduction to business information flows
 - Introduction to business work flows
 7. Issues in customizing ERP systems for organizations
 8. Top Management concerns and ERP systems
 9. Introduction to Extended ERP (ERP II)/Advanced Planning Systems
 10. ERP implementation.
 11. Issues in utilization enhancement.

VIII.10 LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Objectives

- ☞ To give students an understanding that the problems and issues within the respective fields of logistics are invariably complex, and require clear reasoning and analysis, in order to derive an appropriate course of action.
- ☞ To incorporate and learn the critical elements of Logistics and Supply Chain Management processes
- ☞ To give students an appreciation that the process by which appropriate decisions are made often requires not only technical competencies from those individuals involved, but also requires them to possess competencies of a more managerial nature; and vice versa.
- ☞ To equip students with the required depth and balance of technical and managerial competencies such that they will be able to function successfully in their chosen field.

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- ☞ Overall, to give a frame of reference for logistics and supply chain management - to give knowledge of the functions of the logistics and supply chain systems - to give knowledge of the relations of the logistics and supply chain systems to its environment - to give knowledge of the management and the operations.

Topics

1. Introduction to Logistics and Supply Chain Management
2. Supply Chain Drivers and Obstacles
3. Logistical Activities
4. Demand Management and Forecasting in a Supply Chain
5. Planning Supply and Demand in Logistics and Supply Chain Management
6. Warehousing Decisions and Facilities Location in a Supply Chain Network
7. Planning and Managing Inventory in a Supply Chain
8. Transportation, Network Design and Information Technology
9. Organization of the Supply Chain
 - Supply Chain synchronization
 - Supply Chain Performance Measurements
 - Sourcing and Procurement

VIII.11 MATERIALS MANAGEMENT

Objectives

- ☞ While the principal objective of this course is to familiarise the students with various facets of materials management, the course has been designed in such a manner so as to bring the students closer to the advanced and recent techniques in materials management. It will develop the skills necessary in the present dynamic environment. The course also aims to provide an opportunity to understand the crucial importance of materials management functions vis-a-vis other functional activities in any organization.

Topics

1. Introduction and Objectives
2. Materials Management concepts and their importance
 - Integrated Materials Management, Profit Centre Concept

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3. Purchasing Function
 - Objectives, Scope and importance, Organization for Purchasing, Centralisation vs. Decentralisation, Delegation of Powers, Purchasing Cycle Elements and their importance, Purchase Policies and Procedures
 4. 5Rs of Purchasing and Related issues
 - Technical, Commercial and Legal aspects of Purchasing
 5. Contracts Management
 6. Make or Buy decisions
 7. Import Policy and Procedures
 - Capital Goods and Project Imports, Spares, Consumables and Components, Specific Licensing Provisions
 8. Project Buying and Related aspects
 9. Vendor Rating and Source Location
 10. Negotiations in Purchasing
 11. Outsourcing Management
 12. Stores Function
 - Relevance and importance
 - Objectives
 - Stores Identification System and Codification
 13. Stores Procedures and Organization
 - Inspection and Handling, Storage Procedures, Security, Stores Issues and Receipts
 14. Inventory Valuation

VIII.12 PRODUCTION PLANNING AND CONTROL

Objectives

- ☞ To acquaint the students with the advanced techniques for managing operations. Various case studies further reinforce the concepts.

Topics

1. Applications of Production Planning Techniques
2. Operations Research Applied to Production Planning

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3. Computer Aided Facilities Layout
 4. Optimised Production Technology
 5. Group Technology
 6. Computer Aided Process Planning
 7. Advanced Inventory Models
 8. FMS and Industrial Robotics
 9. Enterprise Resource Planning
 10. Simulation Technique
 11. Just-in-Time
 12. Computer Integrated Manufacturing
 13. Human Aspects in Production
 14. PPC in Supply Chain Management

VIII.13 PROJECT MANAGEMENT

Objective

- ☞ The course has been designed to create an awareness of the need for systematic management of projects. This application-oriented course provides the skill in executing various projects, starting from project identification till project termination.

Topics

1. An Overview and Key Concepts of Project Management
2. Project Feasibility Studies
 - Project Identification
 - Market and Demand Analysis
 - Technical Analysis
 - Project Cost Estimate
 - Financial Appraisal of Single Projects
 - Financial Appraisal of Multiple Projects

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3. Human Aspects in Project Management
 - Project Organization
 - Project Leadership
 - Motivation in Project Management
 - Communication in the Project Environment
 - Conflict in Project Management
 4. Project Scheduling with PERT/CPM
 5. Time-Cost Trade-Off and Crashing of Projects
 6. Application of Project Management Softwares
 7. Contract Management
 8. Project Cost Control (PERT/Cost)
 9. Resource Scheduling and Resource Levelling
 10. Risk Analysis in Project Management
 11. Project Audit and Project Termination
 12. Project Control
 13. Case Studies on Project Management

VIII.14 TECHNOLOGY MANAGEMENT

Objectives

- ☞ The course focuses on different matters of importance related to Technology Management. It discusses various aspects of technological innovation and subsequent diffusion. It also analyses the Technology Management scenario in India.

Topics

1. Evolution of Technology; Effects of New Technology
2. Technology Innovation
 - Invention-Innovation-Diffusion
 - Revolutionary and Evolutionary Innovation
 - Product and Process Innovation

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3. Strategic Implications of Technology
 - Technology - Strategy Alliance
 - Convergent and Divergent Cycle
 - The Balanced Approach
 4. Technology Assessment
 - Technology Choice
 - Technological Leadership and Followership
 - Technology Acquisition
 5. Technological Forecasting
 - Exploratory : Intuitive, Extrapolation, Growth Curves, Technology Monitoring
 - Normative: Relevance Tree, Morphological Analysis, Mission Flow Diagram
 6. Diffusion of Technology
 - Rate of Diffusion; Innovation Time and Innovation Cost
 - Speed of Diffusion
 7. Technology Indicators
 - Various Indicators
 8. Organizational Implications of Technology
 - Relationship between Technical Structure and Organizational Infrastructure
 - Flexible Manufacturing Management System (FMMS)
 9. Financial Aspects in Technology Management
 - Improving Traditional Cost Management System
 - Barriers to the Evaluation of New Technology
 10. Social Issues in Technology Management
 - Technological Change and Industrial Relations
 - Technology Assessment and Environmental Impact Analysis
 11. Human Aspects in Technology Management
 - Integration of People and Technology
 - Organizational and Psychological Factors
 - Organizational Outcome
 12. Technology Transfer
 13. Technology Management Scenario in India

VIII.15 TOTAL QUALITY MANAGEMENT

Objectives

- ☞ To introduce the students to the basic concepts of total quality management and how the focus of TQM has become so important for all companies in recent times.

Topics

1. Meaning of "Quality" - Orientation to Customer Satisfaction and Scope of TQM or TQC
2. Basics and Imperatives of TQM
3. Cost of Quality and its relevance to TQM
4. Concept of Kaizen and Continuous Improvement
5. Issues on Quality by Demming, Crosby, Taguchi, Juran and Other Experts
6. Introduction to Quality Management System and ISO-9000
7. Clauses of ISO 9000
8. Process Improvement
 - Problem Solving, Juran's Approach, Project by Project Quality Improvement, Introduction to SPC
9. Quality Improvement Tools and Exercises
10. Peoples Issues in TQM
 - Leadership Issues, Total Employee Involvement, 5S Concept
11. Quality Circles and its relevance

IX. STRATEGIC MANAGEMENT

IX.1 STRATEGIC MANAGEMENT

Objectives

- ☞ To expose participants to various perspectives and concepts in the field of Strategic Management.
- ☞ To help participants achieve conceptual clarity.
- ☞ To help participants develop skills for applying these concepts to the solution of business problems.

Topics

1. Introduction to Strategic Management
 - The Importance of Strategic Management
 - Schools of thought in Strategic Management
 - Strategy Content, Process and Roles
 - The Fit Concept and the Configurational Perspective in Strategic Management
 - Dimensions and Levels of Strategy
2. Competitive Strategy
 - Five Forces that Shape Strategy
 - Generic Strategies
 - Generic Strategies and the Value Chain
3. Corporate Strategy
 - The Motive for Diversification
 - Related and Unrelated Diversification
 - Business Portfolio Analysis
4. Strategy Implementation: Structure, Systems and People
 - The 7S Framework
5. Recent Advances
 - Core competence as the root of competitive advantage
 - Business processes and capabilities-based approach to strategy

IX.2 BUILDING LEARNING ORGANIZATIONS

Objectives

- ☞ To develop a comprehensive framework to understand knowledge as a strategic edge in turbulent environment.
- ☞ To gain insight into the organizational learning processes, how they can be fostered and enhanced.
- ☞ To appreciate the learning techniques necessary to facilitate building corporate competency and knowledge-base.

Topics

1. Emerging Business Realities
2. Why Organizations need to Learn
3. Organizational Learning : A Capabilities-Based View
4. Learning Tools and Techniques
 - Systems Thinking
 - Benchmarking and Process Mapping
5. Knowledge-based Competition
6. Knowledge-Creation and Acquisition Processes
7. Measuring Learning : The Intellectual Capital
8. Architechting a Learning Organization

IX.3 COMPETITION AND GLOBALIZATION

Objectives

The primary objectives of this course are to :

- ☞ Equip the students with several viewpoints, concepts and frameworks to study competition and globalization.
- ☞ Provide an opportunity to study in depth the global competitiveness of Indian firms.
- ☞ Study globalization attempts of countries and lessons for India.

Topics

1. Competition : Some Viewpoints
2. Porter's Framework on Competition
3. C K Prahalad's and Gary Hamel's Views
4. Sheth and Sisodia's Views
5. Rethinking New Perspectives
6. Perspectives on Globalisation
7. Globalization : The MNC and TNC Organizations
8. Globalization of Brands
9. Globalization of the Indian Business and Firms
10. Coping with Global Competition.

IX.4 DESIGNING ORGANIZATIONS FOR UNCERTAIN ENVIRONMENT

Objectives

This course aims to provide a comprehensive perspective on new emergent organizational forms by discussing them in the perspective of environment, strategy and systems & processes. Specifically, it will help the participants to :

- ☞ Develop and acquire cognitive framework to understand and analyze the hyper-turbulent business environment.
- ☞ Gain insights into strategic models which successful organizations deploy to develop their strategies.
- ☞ Learn designing principles to create organizations capable of performing in uncertainty and hyper-turbulence.
- ☞ Appreciate the HR/People systems and processes required for emergent organizational forms.

Topics

1. Understanding Emerging Environment :
 - Emergence of Vortical/Type-5 environment
 - Understanding Hyper-turbulence
 - Networks & Business Eco-Systems

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- Role of Information Technology in Shaping Business Environment
 - Understanding Impact of Technological Discontinuities
 - Law of Increasing Returns in Networked, Knowledge-Based Economy
2. Changing Models of Strategy :
- Strategy-Making under Uncertainty
 - Application of Complexity/Chaos Theory to Strategy
 - Strategy as "Sense-Making"
 - Shaping and Adapting to Networks
3. New Forms of Organization :
- Organizations as Networks
 - Types of Network Organizations/Clusters : Kingdom and the Republic
 - Self-Organising Systems
 - Organizational Designs for Change and Innovation
 - Designing Principle for New Forms of Organizations
4. People and Process issues in Emerging Organizational Forms
- Systems for Team-Based Functioning
 - High Performance Work Systems
 - Managing Empowerment and Accountability
 - Designing Roles and Systems for Flat, Networked Organizations
 - Developing Competencies for New Organizational Forms

IX.5 ENTREPRENEURSHIP AND NEW VENTURES

Objectives

The major emphasis of the course will be on creating a learning system through which management students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas. This will involve working together to investigate, understand and internalize the process of founding a startup. Bootstrap and guerilla tactics to gather resources - the technology, team, finance and market - to give birth to entrepreneurial businesses will be discussed.

The course is designed primarily for those who at some point of their career want to start their own ventures, or run their own family businesses. But it is equally useful to those who plan to work in or with new ventures either as venture capitalists, consultants to new firms or in new business development units of larger corporates.

Topics

1. The early career dilemmas of an entrepreneur
 - The entrepreneur's role, task and personality
 - A typology of entrepreneurs: Defining survival and success
 - Entrepreneurship as a style of management
 - The entrepreneurial venture and the entrepreneurial organization
2. Choosing a direction
 - Opportunity recognition and entry strategies: New product, Franchising, Partial momentum, Sponsorship and Acquisition
 - The strategic window of opportunity : scanning , positioning and analysing
 - Intellectual Property : Creation and protection
3. Opening the window: gaining commitment
 - Gathering the resources you don't have
 - The business plan as an entrepreneurial tool
 - Financial Projections: how to do them the right way
 - Debt, venture capital and other forms of financing
 - Sources of external support
 - Developing entrepreneurial marketing: Competencies, networks and frameworks
4. Closing the window: sustaining competitiveness
 - Maintaining competitive advantage
 - The changing role of the entrepreneur : mid career dilemmas
 - Harvesting Strategies versus Go for Growth

IX.6 INTERNATIONAL MANAGEMENT

Objectives

- ☞ Develop a proper empirically grounded perspective on the process of international economic integration.
- ☞ Provide an overview of the political economy of global integration that defines the historical evolution of enactment and enforcement of regulations [at the multilateral and national level] governing cross-border economic activity.
- ☞ Develop an understanding of the strategic issues [at the level of the business firm] governing the operation and organization of international business.

Questions addressed will include, for instance, the various modes of entry into foreign markets and the costs and risks associated with each mode of entry, the degree of autonomy that can/would be/are provided to the foreign subsidiary vis-a-vis headquarters, problems of managing cultural diversity across different nations where a multinational firm operates, and so on.

- ☞ This course lays special emphasis on developing an understanding and appreciation of problems of 'late industrialization' and the emergence of successful global firms from developing economies ñ particularly the experience of firms from South East Asian economies as well as those from China.
- ☞ To sensitize participants to the diversity of institutions and its impact on businesses across different economic systems around the world.

Topics

1. States, Markets and Firms : The Analytics
2. Globalization Reexamined : Nature and extent of global integration at the end of the 20th century
3. The process of 'late industrialization' in developing economies
4. Big Business and Multinationals : Patterns in historical evolution
5. Anti-dumping, WTO and the political economy of Multilateral trading system
6. Global Sourcing : Dynamics in global commodity chains
7. Modes of entry into foreign markets.
8. International Strategy and organization of international business.
9. Managing cross-cultural differences in multinational firms and HR Issues in international business.
10. Strategic trade and industrial policy.
11. Late industrialization and globalization of firms from developing economies.
12. Growth of high-tech industries in developing economies.
13. Globalization of Chinese firms.
14. Competition from foreign firms and reaction of domestic enterprises in India in 1990s.

IX.7 MANAGING PRIVATE-PUBLIC PARTNERSHIPS

Objectives

- ☞ Illustrate the value of partnerships in sectors like infrastructure, health, education, urban renewal and business development services.
- ☞ List factors critical to successful cooperation, and a suggested approach to planning, implementing, and operating successful public-private ventures.
- ☞ Discuss representative examples of public-private sector cooperation which have worked, and of others that have failed, including the reasons why.
- ☞ Recall the types of legal, regulatory, financial, procurement, contracting, management, administrative and public policy issues, which must be taken into account.
- ☞ Relate the relative strengths, weaknesses, advantages and disadvantages of different forms of cooperation, as viewed from the perspectives of the user community, a typical government agency and a typical private sector organization.
- ☞ Recognize and describe the various forms that public-private partnerships can take.
- ☞ Explain the approach to HR planning, financing and public relations required to ground successful PPP projects.

Topics

1. Rationale and options for PPP
 - Sector wise analysis of PPP leading to a methodology matrix to determine which PPP option best fits a pilot project or sector. Discuss different types of PPP options ñ service / management contracts, joint ventures, divestiture, licensing, leases and concessions. Familiarize students with the planning priorities of the government that create windows of opportunity for the private sector.
2. Screening PPP Project Opportunities
 - Pre feasibility Project Identification and Selection Process
 - Cost comparator and value for money models to rank and select highest quality projects and decide on go or no- go
 - Project finance and risk allocation, Planning for PPPs
 - Credit enhancement techniques for PPP Project financing
3. PPP Procurement Strategies
 - Selecting the appropriate Procurement Method for PPPs

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- Procurement and Tendering Regulations for PPPs in India
 - HR systems of government and civil society : whom to speak to and how in the bureaucracy
 - PPP negotiations skills and techniques and risk mitigation strategies
4. Regulation, Monitoring and Compliance
 - Key elements for an appropriate enabling and regulatory environment for PPPs
 - Simulation : Structuring and regulating a PPP contract
 5. Institutionalizing PPP Processes within public systems and within the private sector.

IX.8 MERGERS, ACQUISITION AND CORPORATE RESTRUCTURING

Objectives

- ☞ To deal with the most current subject in depth.
- ☞ To inter-link the subject of finance with the major strategic decisions of a proactive firm.

Topics

1. Various Forms of Business Alliances
2. Strategic Choice of Type of Business Alliance
3. Who should go for Merger and Acquisition and Take-over
4. Defining and Selecting Target
5. Pricing of Mergers (Pricing the Competitive Bid for Take-over)
6. Negotiation/Approach for Merger, Acquisition and Take-over
7. Contracting
8. Implementation of Merger and Acquisition
9. Managing Post-Merger Issues
10. Legalities Involved in Merger, Acquisition and Take-over
11. Ethical Issues of Merger and Take-over

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12. Accounting for Mergers
 13. Financing the Mergers and Take-overs
 14. Corporate Restructuring
 15. Divestment and Abandonment

IX.9 RESOURCE BASED STRATEGY

Objectives

- ☞ Gain an understanding of the concepts, frameworks and checklists associated with the resource-based approach to strategy
- ☞ Develop the skills to apply these to analyse resources, identify ways of achieving competitive advantage and leveraging resources

Topics

1. The Resource Based Perspective
 - Resources Based View of the Firm
 - Integrating with Industrial Organisation Paradigm
2. Resources : Conceptual and Analytical Schema
 - Assets and Skills
 - Tangible and Intangible Resources
 - Critical Resources, Target Resources, Resource Bundles
 - Slack Resources
 - Flexible and Rigid Resources
3. Resource Based Approach to Competitive Strategy
 - Idiosyncratic Resources and Business Level Competitive Advantage
 - Capabilities and Competitive Advantage
4. Resource Based Approach to Corporate Strategy
 - Slack Resources and their Deployment
 - Leveraging Critical Resources
 - Expansion and Diversification Strategies
 - Managing the Multibusiness Firm
5. Review and Integration
 - Effective Corporate Strategies and their Adaptation
 - Corporate Governance

IX.10 STRATEGIC HUMAN RESOURCE MANAGEMENT

Objectives

The objective of the course is to develop the perspective of strategic human resource management. Specifically the course has the following objectives:

- ☞ Distinguish the strategic approach to human resources from the traditional functional approach.
- ☞ Understand the relationship of HR strategy with overall corporate strategy.
- ☞ Understand the strategic role of specific HR systems.
- ☞ Appreciate SHRM in the context of changing forms of organisation.

Topics

1. Business Strategy and Organizational Capability
2. Global Environment of HR: Change and Diversity
3. SHRM: Aligning HR with Corporate Strategy
4. SHRM: Universalistic, Contingency and Configurational Approaches
5. Strategic HR Planning Acquisition and Development
6. Corporate Strategy and Career Systems
7. Managing Employee Relations: Unions and Strategic Collective Bargaining
8. Change, Restructuring and SHRM
9. Corporate Ethics, Values and SHRM
10. Competencies of HR professional in a SHRM scenario
11. Evaluating the Effectiveness of SHRM

IX.11 STRATEGIC MARKETING

Objectives

Being a capstone course of the Marketing Module, some of the key objectives of this course are :

- ☞ To help students sharpen their analytical abilities in integrating strategic marketing decision in a comprehensive manner.
- ☞ To become familiar with the concepts and framework in marketing strategy, strategic market planning, competition analysis and in creating competitive advantage.
- ☞ To relate marketing in the context of the whole organization with special emphasis on strategic management.

Topics

1. Many Facets of Strategic Marketing
2. Strategic Marketing : Over all view
3. Product and Service Strategy and Management
4. Re Aligning Marketing Resources
5. Competitive Strategy
6. Trun Around Strategy
7. Opportunity Analysis & Market Targeting
8. Distribution Strategy
9. Innovative Strategies
10. Product & Service Strategy & Management
11. Growth Strategies
12. Strategic CRM : Facets and Pay offs

IX.12 STRATEGIES FOR MANAGING INTERNATIONAL HEALTH SYSTEMS

Objectives

This course surveys the major components of and organizational interrelationships in health care systems. Students examine a range of topics including: the organization of health care, personnel issues, delivery systems, health care policy, and payment mechanisms. This course introduces students to the public policy and business practice issues associated with access, cost, and quality. Finally, the class compares how several countries are answering these complex questions. The class draws upon a range of articles and case studies.

- ☞ To understand the growth and evolution of Global healthcare system.
- ☞ To review the major settings of healthcare and how and why these settings are changing.
- ☞ To study the underlying reasons for and consequences of the emergence of managed care.
- ☞ To critically examine some of the leading ethical dimensions in the market for healthcare.
- ☞ To compare the healthcare system in developed world with the systems in other industrialized countries.

Topics

1. Financing of Healthcare
2. The Healthcare workforce
3. Hospitals
4. Ambulatory care
5. Long term care
6. Drugs
7. Managed care
8. The role of government
9. Quality of care
10. Access
11. Comparative healthcare systems

IX.13 STRATEGIES OF CO-OPERATION

Objectives

Strategies of co-operation can take several organizational forms ñ strategic alliances between two or more partners, or equity joint ventures ñ all of which, in terms of its legal and contractual nature, are hybrid forms of economic organization; falling somewhere between arms-length market based interaction and hierarchical interaction within boundaries of a firm. Co-operative strategies, however, are not meant to supplant competitive strategies pursued by firms ñ they are rather ways to strengthen its competitive position.

The focus of the course, will be on developing an appreciation of the various contexts under which firms pursue strategies of co-operation ñ through strategic alliances, joint ventures or through participation in networks.

The course would also seek to sensitize participants to the complexities ñ about administrative structures, control systems etc. ñ in managing alliances with partners and effectively dealing with it.

Topics

1. Nature of the firm : markets and hierarchies in economic organization
2. Hybrid forms of economic organization : Alliances, Networks and Equity Joint Ventures
3. Typology of strategic alliances
4. Significance of networks as a mode of economic organization
 - Knowledge networks and technological innovation in networks
 - Networks to set industry standards
 - Social Networks : Competitive significance of relations beyond firm boundaries
5. Alliance between competitors
 - Pre-competitive alliances
 - Market sharing alliances
6. Organizational learning through alliances
 - Structures and systems for effective learning for partners in alliances
7. Managing the process of alliance formation : Partner selection and negotiation
8. Contracts and trust in managing partner conflict in alliances
9. Evolution and termination of alliance relationships

IX.14 TECHNOLOGY MANAGEMENT

Objectives

- ☞ The course focuses on different matters of importance related to Technology Management. It discusses various aspects of technological innovation and subsequent diffusion. It also analyses the Technology Management scenario in India.

Topics

1. Evolution of Technology; Effects of New Technology
2. Technology Innovation
 - Invention-Innovation-Diffusion
 - Revolutionary and Evolutionary Innovation
 - Product and Process Innovation
3. Strategic Implications of Technology
 - Technology - Strategy Alliance
 - Convergent and Divergent Cycle
 - The Balanced Approach
4. Technology Assessment
 - Technology Choice
 - Technological Leadership and Followership
 - Technology Acquisition
5. Technological Forecasting
 - Exploratory : Intuitive, Extrapolation, Growth Curves, Technology Monitoring
 - Normative: Relevance Tree, Morphological Analysis, Mission Flow Diagram
6. Diffusion of Technology
 - Rate of Diffusion; Innovation Time and Innovation Cost
 - Speed of Diffusion
7. Technology Indicators
 - Various Indicators
8. Organizational Implications of Technology
 - Relationship between Technical Structure and Organizational Infrastructure
 - Flexible Manufacturing Management System (FMMS)

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9. Financial Aspects in Technology Management
 - Improving Traditional Cost Management System
 - Barriers to the Evaluation of New Technology
 10. Social Issues in Technology Management
 - Technological Change and Industrial Relations
 - Technology Assessment and Environmental Impact Analysis
 11. Human Aspects in Technology Management
 - Integration of People and Technology
 - Organizational and Psychological Factors
 - Organizational Outcome
 12. Technology Transfer
 13. Technology Management Scenario in India

