

No. No.IFHE/Co-Dept/DEB/004/2018

18 July 2018

The Joint Secretary (Recognition),
University Grants Commission,
Distance Education Bureau,
35, Feroze Shah Road, New Delhi,
New Delhi - 110001.

Sir,

Sub: The ICFAI Foundation for Higher Education, Hyderabad – Application for Recognition of MBA (Marketing) program through Open and Distance Learning (ODL) mode – Submission of Application -- Requesting.

Ref 1: Registration ID No. DEB/TEL/110/2017/77.

Ref 2: Our Letter No.IFHE/Co-Dept/DEB/003/2018 dated 6th July 2018 .

This is in continuation to the Registration ID under Reference No.1 and Reference No.2 where in requested to approve one more program i.e. LLM. We are herewith submitting the filled in application with the following documents to launch MBA (Marketing) program through Open and Distance Learning (ODL) mode.

The following documents are enclosed in consideration.

1. Copy of approval of statutory bodies to launch the program and PPR
2. Copy of approval of statutory bodies for SLMs
3. Details of the Program
4. Program Project Report (PPR)

We request you to kindly approve to launch MBA (Marketing) program under ODL mode from the Academic Year 2018-19.

With regards,

Yours truly,

REGISTRAR

THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

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17 July 2018

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The following is an extract of the resolution passed in the meeting of the Academic Council of The ICFAI Foundation for Higher Education (IFHE), Hyderabad ("Deemed-to-be-University" under Section 3 of the UGC Act, 1956) held on **9th October 2017**:

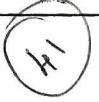
- A. *"Resolved that the proposal to offer MBA (Marketing) program on distance learning mode was considered and recommended for submission to the Board of Management for consideration and approval."*
- B. *"Resolved that the Program Project Report of MBA(Marketing) program on distance learning mode are considered and recommended to the Board of Management for consideration and approval."*



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17 July 2018

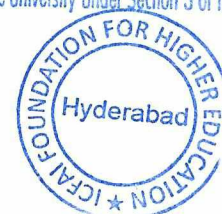
The following is an extract of the resolution passed in the meeting of the Board of Management of The ICFAI Foundation for Higher Education (IFHE), Hyderabad ("Deemed-to-be-University" under Section 3 of the UGC Act, 1956) held on **9th October 2017**:

- A. *"Resolved that the recommendation made by the Academic Council to offer MBA (Marketing) program on distance learning mode was considered and approved."*
- B. *"Resolved that the recommendation on Program Project Report made by the Academic Council for the MBA (Marketing) program on distance learning mode are considered and approved."*



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THE ICFAI FOUNDATION FOR HIGHER EDUCATION
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17 July 2018



The following is an extract of the resolution passed in the meeting of the Academic Council of The ICFAI Foundation for Higher Education, (IFHE) Hyderabad (Deemed-to-be-University" under Section 3 of the UGC Act, 1956) held on **27th April 2018**:

“Resolved that the Self Learning Material (SLM) of the MBA (Marketing) program was considered and recommended to the Board of Management for consideration and approval.”



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2018

17 July 2018

The following is an extract of the resolution passed in the meeting of the Board of Management of The ICFAI Foundation for Higher Education (IFHE) Hyderabad (Deemed-to-be-University" under Section 3 of the UGC Act, 1956) held on **20th June 2018**:

“Resolved that the recommendation on Self Learning Material (SLM) made by the Academic Council for the MBA (Marketing) program was considered and approved.”



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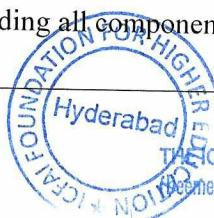
The ICFAI Foundation for Higher Education

(A Deemed to be University Under Section 3 of the UGC Act, 1956), NAAC ACCREDITED WITH 'A' Grade
Dontanapalli, Shankerpalli Road, Hyderabad - 501 203, Telangana State, India
Phone : 080 2661 2167, Fax : 080 2661 2167, E-mail : info@icfai.org, Website : www.icfai.org

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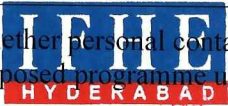
Learning Mode

Name of the Programme	MBA (Marketing)
Whether nomenclature of proposed Programme is as per UGC norms:	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	FACULTY OF MANAGEMENT
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	YES
Upload Document :	ATTCHED
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	NA
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	132
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	1
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor)	1
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	YES
since when :	2012
Whether Choice Based Credit System (CBCS) is being followed for regular mode . :	YES
Whether Choice Based Credit System (CBCS) will be followed for distance mode. :	YES
Full Programme(total) fee including all components as per UGC Norms:	Rs. 65,000 + Examination Fee



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The ICFAI Foundation for Higher Education

Whether personal contact proposed programme under POE (Deemed to be University under Section 3 of the UGC Act, 1956), NAAC ACCREDITED WITH 'A' Grade
 Proposed programme under POE (Deemed to be University under Section 3 of the UGC Act, 1956), NAAC ACCREDITED WITH 'A' Grade
 Phone : +91 8417 23661 / 62 / 63, Fax : +91 8417 236671, E-mail : info@ifheindia, Website : www.ifheindia.org

If Yes, specify in hours :	228 hours
Whether any component of the Programme is offered as MOOCs?:	No
If yes specify semester, name, weightage	NA

Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular Mode			
		ODL Mode			
	Post Graduate	Regular Mode			
		ODL Mode	0	0	0
2016-17	Under Graduate	Regular Mode			
		ODL Mode			
	Post Graduate	Regular Mode			
		ODL Mode	0	0	0
2015-16	Under Graduate	Regular Mode			
		ODL Mode			
	Post Graduate	Regular Mode			
		ODL Mode	0	0	0

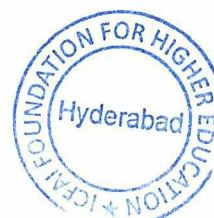
Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	YES	23%
Practical's	NO	0
Project	YES	22%
Term End Exam	YES	55%

Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio Video	Online Mode
YES	YES	NO	YES

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Directorate of Distance Education IFHE, Hyderabad



Program Project Report MBA (Marketing) Program

The ICFAI foundation for Higher Education (IFHE), Hyderabad is declared as Deemed-to-be-University under section 3 of UGC Act, 1956.

Directorate of Distance Education: Based on the recommendations of the Academic Council, Board of Management has approved to establish the Directorate of Distance Education and to offer the programs on distance learning mode in the year 2009

Distance Education Council (DEC) visited and granted approval for launch of distance learning programs through their letter vide no. F.No. DEC//ICFAI-HYD/AP/2009/14437-14439-93, Dated 3rd September, 2012. Further UGC-DEB extended the validity of the approval for the years 2016-17, 2017-18 through their letter vide no. F.No. 1-6/2016 (DEB-I)/346, dated June, 2016.

Mission of the University: The mission of the University is to offer globally relevant, innovative, career-oriented professional post graduate and undergraduate programs through inclusive technology - aided pedagogies to equip students with the requisite professional and life skills as well as social sensitivity and high sense of ethics.


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The Program Project Report submitted to Board of studies to introduce MBA (Marketing) program in ODL mode is as follows.

Program Project Report

- **Program's Mission & Objectives:** Creating career-oriented management professionals with essential skills and knowledge to address and improve important aspects of marketing like retail marketing, consumer behavior, international marketing etc.
- **Relevance of the program with HEI's Mission and Goals:** The management program through distance mode is structured to develop proficiency and productivity and impart the requisite professional, analytical and reporting skills for the current and futuristic business needs through innovative pedagogical learning tools and media.
- **Nature of prospective target group of learners:** The prospective target learners are highly career oriented with access to information through various web portals and social media. They are ambitious, intelligent and versatile in operations. The pedagogical need has to be aligned to meet the intellectual curiosity of the student in streamlining the above in a structured format for combining internal information and operational data with external information and accuracy in corporate structure and excellence.


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- **Appropriateness of program to be conducted in Open and Distance Learning mode to acquire specific skills and competence:** The subjects offered require primary academic knowledge and application skills, analytical analysis of corporate situations, anticipate and respond to critical issues, reporting, strategic decision and innovative managerial execution process to achieve the corporate goals.

The project work in the program culminates into integration of the above through faculty support making the students confident and capable to manage and address critical business questions with unprecedented ease, speed, and accuracy.

- **Instructional Design:** The duration of the program is for two years and medium of instruction is English. The program consists of 20 subjects divided into 4 semesters including project work. The structure, syllabi and credit framework is placed as annexure.

The delivery of program under ODL will be through printed material consisting of SLM's, case studies, recap notes through bullet points and periodical assignments. Students are also given online study material and interactive faculty sessions.

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➤ **Procedure for admissions, curriculum transaction and evaluation:**

The Eligibility for taking admission into the program is Graduation (any discipline). Applications received from the candidates are checked for the basic eligibility criteria and the eligible students are enrolled into the program. Total Fee for the program shall be Rs. 65,000. The fee can be paid lumpsum or semester wise.

The admissions into the program will be taken semester wise i.e. Two times in a year July and January. The information related to the activities of Distance Learning program like admit card, counseling session schedule, schedule for examination registration, feedback on assignments, examination results etc. will be intimated to the students through email, web or post.

Evaluation of the student is based on the assignments (30%) and the Term-End examination (70%). Internal assessment shall be done through submission of assignments and Term-End exam will be a proctored examination as per guidelines of the UGC. Term-End examinations are conducted twice in a year i.e in January and July. However for convenience and progression of the students Supplementary examinations shall be conducted twice in a year during July and January.

Candidates are issued with the certificate and transcript after completion of the program.

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- **Staff Requirement:** The Program shall be offered by the Directorate of Distance Education. The services of the Director, office staff is common with other programs.

The Program needs 1 Associate professor, 1 Assistant professor to coordinate in preparing SLM's, monitoring admission process, scheduling and conducting Counseling classes, monitoring and coordinating the evaluation process of assignments and term end examinations.

Further, Counseling classes to be organized at the study center. The services of the part-time coordinator and other staff shall be used common for all the programs. For this program, Counseling for 19 subjects totaling 76 credits requires 228 hours. It requires 10 counselors for conducting counseling classes at one study center.

Mapping of credit hours for each course of the program is shown in the annexure.

- **Requirement of the laboratory support and library Resources:** A separate space should be created in the main library exclusively for ODL students. This will be consisting of all the SLM books, related reference books, Journals, national and international magazines on Distance Education.


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➤ **Cost estimate of the program and the provisions:****A. Budgeted Expenditure**

Head	Cost (Rs)
Administrative Staff cost*	142800
Academic Staff cost*	4320000
General Administrative expenditure*	30000
Preparation of Study Material	562000
Printing of study Material	1425000
Dispatch of study Material	48000
Web development and maintenance	50000
Study center maintenance*	41600
Admission Material and administrative cost*	50000
Expenses of Counseling Sessions	228000
Expenses for Conducting Examination	100000
Evaluation of Assignments and Term End examinations	250800
Other miscellaneous cost	10000
Total	72,58,200

* Common expenditure has been divided among the 10 programs

B. Receipts: Fee received from the students

Projected Students	Fee for the program (in .Rs)	Total (in .Rs)
120	65,000	78,00,000

➤ **Quality assurance mechanism and expected program outcomes:**

Quality assessment committee will have three Faculty Members (Chairman, two members). In addition one Faculty Member for each specialization will be co-opted. They will meet once in a month and evaluate the following.

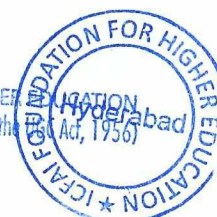
- i. Quality of the SLM.
- ii. Delivery of Study Material.
- iii. Quality of the assignment administration and evaluation.
- iv. Monitoring the counseling sessions and performance of the study centers.
- v. Review of feedbacks received from the students and other members and decision on implementation.
- vi. Prepare a quarterly report covering all the above as applicable and circulate to the concern for action as required.
- vii. Annual assessment will be done by the committee and the report shall be laid on the website.

MBA (Marketing) Program Structure



Annexure

Year	Module/Semester	Subject	Credits	Credit Hours of Study
1	Module I	Principles of Management	4	120 hours
		Managerial Economics	4	120 hours
		IT and Systems	4	120 hours
		Accounting and Finance for Managers	4	120 hours
		Marketing Management	4	120 hours
	Module II	Business Environment and Law	4	120 hours
		Human Resource Management	4	120 hours
		Projects and Operations Management	4	120 hours
		Business Research Methodology	4	120 hours
		Sales & Distribution Management	4	120 hours
2	Module III	Big Data and Analytics	4	120 hours
		Retail Management	4	120 hours
		Integrated Marketing Communications	4	120 hours
		Services Marketing	4	120 hours
		Strategic Marketing Management	4	120 hours
	Module IV	Consumer Behavior	4	120 hours
		International Marketing	4	120 hours
		Business Policy and Strategy	4	120 hours
		Business Ethics and Governance	4	120 hours
		Project Report	5	



MBA (Marketing) Program Curriculum



Principles of Management

MANAGEMENT: AN OVERVIEW: Definition of Management, Administration and management, Difference between administration and management, Characteristics of management, The Role of Management, Functions of Managers, Levels of Management, Management Skills and Organizational Hierarchy, Approaches to Management.

EVOLUTION OF MANAGEMENT

THOUGHT: Early Approaches to Management, Contribution of Peter Drucker, Classical Approach, Behavioural Approach, Quantitative Approach, Modern Approaches to Management.

SOCIAL AND ETHICAL RESPONSIBILITIES OF MANAGEMENT: Social Responsibilities of Management, Arguments for and against Social Responsibilities of Business, Social Stakeholders, Measuring Social Responsiveness, Managerial Ethics

FUNDAMENTALS OF PLANNING: Definitions of Planning, Nature of Planning, Significance of Planning, Types of Plans, Steps in the Planning Process, Prerequisites of Effective Planning, Limitations of Planning, Obstacles in planning.

MANAGEMENT BY OBJECTIVES: Nature of Objectives, Concepts of MBO, The Process of MBO, Benefits of MBO, Limitations of MBO, Making MBO Effective

STRATEGIES, POLICIES AND PLANNING

PREMISES: Nature and Purpose of Strategies and Policies, The Three Levels of Strategy, Strategic Planning, Strategic Planning Process, Internal Audit, External Audit, Competitive Analysis in Strategy Formulation, Major Kinds of Strategies and Policies, Porter's Competitive Strategies, Strategy Implementation, Effective Implementation of Strategy, Planning Premises:

MANAGERIAL DECISION MAKING:

Significance and Limitations of Rational Decision-making, Managers as Decision-makers, Decision-making Process, Types of Managerial Decisions, Decision-making under Certainty, Risk and Uncertainty, Managerial Decision Making, The

Systems Approach to Decision-making, Group Decision-making, Decision-making Techniques

FUNDAMENTALS OF ORGANIZING:

Definitions of Organizing, Benefits of Organizing, Traditional Perspectives on Organizing, Closed System vs. Open System, Formal Vs. Informal Organization, The Process of Organization, Bases for Departmentation, Choosing the Pattern of Departmentation

STRATEGIC ORGANIZATION DESIGN:

Span of Management, Authority Defined, Power: Bases of power, Line and Staff Relationships, Centralization Versus Decentralization, Delegation of Authority, Balance: The Key to Decentralization

STRATEGIC ORGANIZATION

STRUCTURE: Principles of Organizational Structure, Ensuring Understanding of Organizational Structure, Designing Organizational Structures: An Overview, Major Structural Alternatives, Strategic Business Units

EFFECTIVE ORGANIZING AND

ORGANIZATIONAL CULTURE: Prerequisites for Effective Organizing Avoiding Mistakes in Organizing by Planning, Avoiding Organizational Inflexibility, Avoiding Conflict by Clarification, Organizational Culture, Organizational Environment for Entrepreneurship and Intrapreneuring

HUMAN RESOURCE MANAGEMENT AND

STAFFING: Human Resource Management: An Overview, Recruitment, Selection, Socialization Process of New Employees, Employee welfare

PERFORMANCE APPRAISAL AND CAREER

STRATEGY: Significance of Appraisal, Informal vs. Formal Appraisals, Steps of performance appraisal cycle, Performance Rating Methods, Criteria for Appraising Managers, Formulating Career Strategy

ORGANIZATIONAL CHANGE AND

ORGANIZATIONAL DEVELOPMENT:

Organizational Change, Planned Change through Organization Development, Organizational



Development Process, Approaches to Manager Development, Organizational Conflict

MANAGING AND THE HUMAN FACTOR:
The Nature of People, Behavioural Models, Reverse Brain Storming, Managerial Creativity

MOTIVATING EMPLOYEES FOR JOB PERFORMANCE: Definitions and Meaning of Motivation, Mc.Gregor's Theory X and Theory Y, Techniques of Job redesign, Classification of Motivation Theories, Motivational Techniques, A Systems and Contingency Approach to Motivation

LEADERSHIP: Definition and Meaning of Leadership, Key Elements of Leadership, Leadership Theories, Functions of a leader, Types of leader, Techniques of leadership, Leadership styles

MANAGING COMMUNICATIONS: Definitions of Communication, Significance of Communication in Organizations, Communication Process, Communication Flows in an Organization, Barriers to Communication, Gateways to Effective Communication

THE CONTROL FUNCTION: Planning and Controlling, Characteristics of control, Advantages of control, Limitations of control, Importance of Controlling, Levels of Control, Basic Control Process, Direct Control vs. Preventive Control, Types of Control, Requirements for Effective Controls, The Certified Management Audit and Enterprise Self-Audit

CONTROL TECHNIQUES: Major Control Systems, Financial Control, Budgetary Control, Quality Control, Inventory Control

PRODUCTIVITY AND OPERATIONS MANAGEMENT: Production and Productivity, Productivity Problems and Measurement, Operations Research, Production & Operations Management, Some Operations Research Techniques, Limitations of Operations Research

MANAGEMENT INFORMATION SYSTEMS: Functions and Role of MIS, Management Information, Components of an Information System, Types of Information Systems, Management Information Systems

Economics for Managers

INTRODUCTION TO MICROECONOMICS:
Nature and Scope of Economics, Relevance of Microeconomics, Scarcity and Choice, Production Possibility Curve (with a Given Technology), Partial Equilibrium and General Equilibrium Analysis

THEORY OF DEMAND AND SUPPLY:
Demand Theory, Elasticity of Demand, Supply Theory, Elasticity of Supply, Equilibrium of Demand and Supply, Demand Forecasting

CONSUMER BEHAVIOR: Choice and Utility Theory, Law of Diminishing Marginal Utility, Equimarginal Utility, Substitution and Income Effect, Indifference Curve Analysis, Consumer surplus

PRODUCTION FUNCTION: Production Function, Concepts of Product, The Three Stage of Production, Short-Run and Long-Run, Technological Change, Production with One Variable Input, Returns to Scale, Production with Two, Variable, Input

ANALYSIS OF COSTS: Types of Costs, Cost Function and Production Function, Break-Even Analysis, Shutdown Point, Economies of Scale

PERFECT COMPETITION: Characteristics of a Perfectly Competitive Market, Supply and Demand in Perfect Competition, Short Run Equilibrium of the Competitive Firm, Long Run Equilibrium of the Competitive Firm Efficiency of Competitive Markets, Effect of Taxes on Price and Output

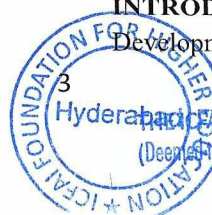
IMPERFECT COMPETITION: Imperfect Competition, Monopoly, Monopolistic Competition, Oligopoly

RENT AND WAGES: Theories of Factor Pricing, Meaning of Rent, Theories of Rent, Relationship between Rent and Price, Concept of Wages, Distinction between Real wages and Nominal wages, Factors Determining Real Wages, Theories of Wages, Wages and Trade Unions

INTEREST AND PROFIT: The Concept of Interest, Theories of Interest, the Concept of Profit, Theories of Profit, Profit Policies

FORECASTING AND DECISION MAKING:
Economic Forecasting, Demand Forecasting, Risk and Decision Making, Capital Budgeting

INTRODUCTION TO MACROECONOMICS:
Development of Macroeconomics, Objectives and



Instruments of Macroeconomics, Instruments of Macroeconomic Policy, Basic Concepts in Macroeconomics

NATIONAL INCOME: Circular Flow of Income, Factors Affecting the Size of a Nation's Income, Approaches to National Income, Measures of Aggregate Income, Difficulties in Measuring National Income, The Uses of National Income Statistics

CONSUMPTION AND INVESTMENT

FUNCTION: Aggregate Supply and Aggregate Demand, Simple Equilibrium without Government Intervention, Economy with Government Intervention - Three Sector Model, Equilibrium in an Economy with Government Intervention, Four Sector Model

CLASSICAL AND KEYNESIAN

ECONOMICS: The Classical Tradition, The Keynesian Revolution, The Monetarist Approach, New Classical Macro Economics, Supply-side Economics

FISCAL POLICY AND BUDGET DEFICIT:

Objectives of Fiscal Policy, Constituents of Fiscal Policy, Fiscal Policy and Efficiency, Issues Fiscal Policy and Stabilization, Fiscal Policy and Economic Growth, Laffer Curve, Budget Deficit and Debt, Government Budgetary Policy, Limitations of Fiscal Policy

BANKING AND MONEY SUPPLY :

Indian Financial System, The Banking system, Money Supply and Components of Money Supply, Creation of Money and Banking System, Equilibrium in Money Markets

MONETARY POLICY:

Objectives of Monetary Policy, Instruments of Monetary Policy, Problems in Monetary Policy, Monetary Targeting, Monetary Policy in a Developing Economy, Monetary Policy in an Open Economy, Link between Monetary Policy and Fiscal Policy

INFLATION: Types of Inflation, Sources of Inflation, Measuring Inflation, The Economic Impact of Inflation, Phillips Curve, Measures to Control Inflation

INTERNATIONAL TRADE AND BALANCE OF PAYMENTS:

Basis of International Trade, Barriers to International Trade, Trends in International Trade, Balance of Payment and its Components, Causes and Types of Disequilibrium

in Bop, Methods of Correcting Disequilibrium, Exchange Rate Policy, India's Balance of Payment and Trade Policy, Foreign Exchange Reserves

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ECONOMIC INDICATORS: The Concept of Economic Indicators, Features of Economic Indicators, Classification of Economic Indicators

BUSINESS CYCLES: Characteristics of Business Cycles, Theories of Business Cycles, Forecasting Business Cycles, Employment Fluctuations

ECONOMIC GROWTH, DEVELOPMENT & PLANNING:

The Process of Economic Growth, Economic Development, Economic Reforms in India, Future Economic Scenario of India

IT & Systems

COMPUTER SYSTEMS—AN OVERVIEW:

Evolution of Computer Systems, Generations of Systems, Organization of Computer Systems, Categories of Computers, Peripheral Devices, Overview of Hardware and Software.

OPERATING SYSTEMS: Managing System Resources, Operating System as a User Interface, Types of Operating Systems.

FUNDAMENTALS OF INFORMATION

SYSTEMS: Defining Information, MIS, Information and Knowledge, Classification of Information, Real-Time Systems, Case Tools, Presentation of Information, Benefits of Information, Quality of Information, Basics of Information Systems, Use of Information Systems in Business, Limitations of Information Systems, Impact of IT on Work-Life Balance, Information System Design, Human Factors in Information Systems.

PERSONAL PRODUCTIVITY SOFTWARE:

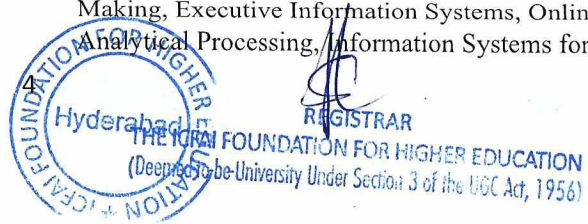
Word Processing Software, Spreadsheet Software, Presentation Graphics Software.

ENTERPRISE COLLABORATION

SYSTEMS: Internet, Intranet, Extranet, Enterprise Collaboration Systems and Groupware, Types of Groupware.

MANAGEMENT INFORMATION SYSTEMS:

Organization as a System, Information Systems for Business Operations, Management as a Control System, Transaction Processing Systems, Functional Information Systems, Management Information Systems, MIS for Digital Organization, Decision Making Process, Decision Support Systems, Behavioral Issues in Decision-Making, Executive Information Systems, Online Analytical Processing, Information Systems for



Strategic Advantage, Knowledge Based Expert Systems.

PROGRAM DESIGN AND PROGRAMMING LANGUAGES: Program Development Lifecycle, Program Design Tools, Generations of Programming Languages, Language Translators and Programming Languages, Object-Oriented Programming - An Overview.

DATABASE MANAGEMENT: Database System, Data Models, Database Management Approach, The Entity-Relationship Model, The Relational Database Model, MIS and RDBMS, Data Dictionary, Data Warehousing, Data Mining, Distributed Databases, Object-Oriented Databases, Object Relational Database System, Answers to Exercises

COMPUTER NETWORK: Basic of Computer Networks, Components of Unified Communication, Classification of Networks, Peer-to-peer and Client/Server Networks, Networks Topologies, Network Infrastructure, Network Architectures and Protocols.

TELECOMMUNICATION NETWORKS: The Telecommunication System, Telecommunications in Business, Scope of Telecommunication Networks, Telecommunication Network Components, Telecommunications Equipment for WAN Network Convergence.

MIS - PLANNING AND DESIGN: MIS Planning, Dash Board, MIS Design, Use Cases, Systems Approach to Problem Solving, Make or buy Decisions.

MIS - IMPLEMENTATION, EVALUATION, AND MAINTENANCE: Organizational Change and MIS Implementation, Planning the MIS Implementation, The MIS Implementation Process, Evaluation of MIS Implementation, Challenges in MIS Implementation, MIS Control and Maintenance

INFORMATION RESOURCES MANAGEMENT AND IT GOVERNANCE: Managing Information Resources and Technology, Information Technology and Organizational Needs, Information Security and Controls, Information Security in E-Business, Ethical and Social Dimensions of Information Technology, Disaster Recovery and Business Continuity Planning, IT Governance.

GLOBAL IT MANAGEMENT: Information Technology in Global Business, Global Management Information Systems, Challenges in Global Information Technology Management, Managing Information Technology in the Global Business Environment.

MIS IN SPECIALIZED AREAS: MIS in Government Organizations, MIS in Non-Profit Organizations, MIS in Managing Corporate Performance, MIS Application Areas, Applications in Manufacturing Sector, MIS in Managing Projects, MIS in Online Marketplaces, Applications in Services Sector.

BASICS OF E-BUSINESS AND ENTERPRISE APPLICATION INTEGRATION: Evolution of E-Business, Real-Time Enterprise, Organizational Culture for E-Business, E-Business Model, Organization of Business in a Digital Firm, Enterprise Application Integration.

SUPPLY CHAIN MANAGEMENT AND E-BUSINESS: Supply Chain Management - An Overview, E-Supply Chain, Managing Relationship in the E-Supply Chain, Issues in E-Supply Chain Management, Future of the E-Supply Chain

ENTERPRISE RESOURCE PLANNING: Enterprise Management System (EMS), ERP: An Overview, Rationale for ERP, Enterprise Architecture Planning, Implementing ERP, Effect of ERP on the Company, Overview of ERP modules, ERP Investments in the US, ERP Market – The Indian Scenario, ERP Implementation Problems, Emerging Trends in the ERP Industry, Future of ERP Applications.

CRM AND E-BUSINESS: Defining CRM, Functions of CRM, The E-CRM Architecture, E-CRM Infrastructure Requirements, CRM for E-Customers, Challenges in Implementing E-CRM Projects.

CLOUD COMPUTING: Distributed Systems, Cloud Features and Functionality, Cloud Architectures, Cloud Service Models, Cloud Business Models, Commercial Clouds in the Industry, Grid Computing.

Business Intelligence and Big Data: Need for Business Intelligence, Data, Information and Knowledge, Data Warehouse, Business Intelligence Architecture, Business Intelligence Components, Business Intelligence Methodologies 21.9 Data Mining Techniques, Market Intelligence and Decision Making, Business Intelligence Tools, Big Data

Current Trends in Software Design and Architecture: Software Design Approaches, Object-Oriented Analysis and Design (OOAD), Component Based Design, Application Architectural Approaches, N-Tier Architecture, Web Oriented Architecture, Service Oriented Architecture (SOA), Agent Based Architecture, Product Line Architectures



Mobile and Social Technologies: Mobile Technologies , Handheld and Wearable Devices , Social Technologies

IT and Business Process Management: Business Process Management, Process Definition, Process Design, Process Models, IT and Business Process Management, MIS and Business Process Reengineering, Communications Enabled Business Processes ,Business Process Management Tools.

Accounting and Finance for Managers

INTRODUCTION TO FINANCIAL

STATEMENTS: Definition of Accounting, Objectives of Accounting, Accounting Information, Sources of Accounting Information, Double Entry System of Financial Accounting, Generally Accepted Accounting, Financial Statements, Form and Contents of Financial Statements, Understanding Financial Statements, Qualitative Characteristics of Financial, Users of Financial Statements

CONCEPTUAL FRAMEWORK OF

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

ELEMENTS OF FINANCIAL STATEMENTS:

Distinction between Capital and Revenue Items, Elements of Financial Statements, Manufacturing and Trading Account, Profit and Loss Account, Balance Sheet, Cash Flow Statement.

FINANCIAL STATEMENTS OF

COMPANIES: Statutory Requirements Governing Financial Statements, Presentation of the Statement of Profit and Loss /Income Statement, Treatment of Specific Items , Balance Sheet

INTRODUCTION TO FINANCIAL

STATEMENT ANALYSIS: Nature of Financial Statement Analysis, Need for Financial Statement Analysis, Importance of Financial Statement Analysis, Purpose of Financial Statement Analysis, Considerations in Financial Statement Analysis, Information Needs of Different Users of Financial Statements, Sources of Financial Statement Analysis, Tools and Techniques of

Financial Statement Analysis, Limitations of Financial Statement Analysis

FINANCIAL RATIO ANALYSIS: Importance of Ratio Analysis, Classification of Ratios, Limitations of Financial Ratio Analysis

BASIC COST TERMS AND CONCEPTS:

Types of Costs, Cost Units and Cost Centers, Characteristics of Cost Information, Costs for Financial Reporting Purposes, Cost Behavior and Cost Estimation, Statement of Cost or Cost Sheet

COST ANALYSIS AND DECISION MAKING:

Concept of Relevant Cost and Irrelevant Cost, Costs for Decision making, Marginal Costing and Differential Cost Analysis, Make or Buy Decisions, Accept or Reject an order/Foreign orders or exploring new markets, Purchasing or Leasing, Sell or Further Process Decision, Product mix decision under capacity constraint, Closing down of factory or segment, Marketing Decisions, Fixation of Selling Price, Pricing Methods , Selling Agents vs. Sales Force, Target Costing.

INTRODUCTION TO FINANCIAL

MANAGEMENT: Difference between Accounting and Finance, Nature and Objectives of Financial Management, Scope of Financial Management.

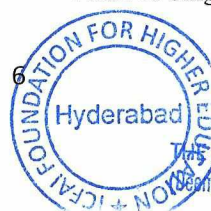
FINANCIAL MANAGEMENT PROCESS:

Flow of Financial Management process in Government, Funding in Government Agencies and Undertakings, Funding Needs of various types of Entities, Corporate Financial Management, Financial Management for Individuals, Environment of Finance, Regulatory Framework

FINANCIAL SYSTEM – INDIAN AND INTERNATIONAL SCENARIO:

Functions performed by a Financial System, Financial Markets, Introduction to Capital Markets, Government Securities Market, Financial Institutions, Functions of Reserve Bank of India, Functions of commercial banks, Financial Sector Reforms, Structure of Financial System- International Scenario, Evolution of International Monetary System, Role of International Financial Institutions, International Financial Instruments

TIME VALUE OF MONEY: Meaning of Time Value of Money, Process of Compounding and Discounting, Future Value of Cash Flows, Present Value of Single Cash Flows




REGISTRAR

SOURCES OF LONG TERM AND SHORT

TERM FINANCE: Need for Long term Finance, Important Sources of Long Term Finance, Other Sources of Long Term Finance, Issue of Securities, Concept of short-term finance for corporate & Government, Short term Financial Instruments, Working Capital Management

BASICS OF INTERNATIONAL TRADE AND

FINANCE: Need for International Finance, Meaning and Implications of Globalization, Integration of Financial Markets, International Trade, Role of EXIM bank, Exchange Control Regulations - FEMA, Highlights of Foreign Trade Policy

Marketing Management**MARKETING: THE DEVELOPMENT OF A**

CONCEPT: Definition of Marketing, Evolution of Marketing, Holistic marketing, Marketing 3.0, Marketing Dynamics, Significance of Marketing

DELIVERING CUSTOMER VALUES AND

SATISFACTION: Business Components, Customer Satisfaction, Concept of Value, Attracting and Retaining Customers, Customer Equity, Internal Marketing, Customer Profitability, Relationship Marketing,

MARKETING ENVIRONMENT: Competitive

Forces. Intellectual Property Rights (IPR), Laws Affecting Marketing/Promotion Decisions, Macro Economic Factors, Indian Business Environment and MNCs in India

MARKETING BUDGETS AND COSTS:

Marketing Cost Analysis, Customer Profitability Analysis, Budgeting for the Sales Force Department, Production and Efficiency

UNDERSTANDING CONSUMER BUYING

BEHAVIOR: Factors Influencing Buying Behavior, Indian Consumer, Buying Decisions, Indian Rural Vs. Urban Consumer, Buying Decision Process, Cognitive Dissonance.

ORGANIZATIONAL MARKETS AND ORGANIZATIONAL BUYING BEHAVIOR:

The Concept of Organizational Buying, Dimensions of Organizational Buying, Classification of Organizational Markets, Factors Influencing Organizational Buying, Participants in Organizational Buying, Procurement Process, Stages of Buying.

MARKETING RESEARCH, MKIS, AND

DEMAND FORECASTING: Meaning and Scope of Marketing Research, The Marketing Research Process, Meaning and Scope of Marketing

Information System (MkIS), Demand Forecast and Measurement.

MARKET SEGMENTATION AND MARKET

TARGETING: Need for Segmenting Markets, Market Segmentation Levels, The Selection of Segmentation Variables, Effective Segmentation, Target Market Selection Process.

STRATEGIC PLANNING PROCESS IN

MARKETING: Defining Strategic Market Planning, Corporate and Divisional Strategic Planning, Strategic Business Planning, Marketing Process, Marketing Plan.

MARKETING AND COMPETITIVE

STRATEGIES: Concept of Competitive Advantage, Porter's Five Forces Model, Analysis of Competitors, Porter's Generic Competitive Strategies, Designing Competitive Strategies, Marketing Strategies during Economic Recession, Competitive Intelligence System, Total Quality Management.

PRODUCT AND PRODUCT PORTFOLIO:

Product Personality, Product Classification, Product Policy, Product Life Cycle

PRODUCT DIFFERENTIATIONS AND

POSITIONING: Product Differentiation, Service Differentiation, Personnel Differentiation, Channel Differentiation, Image Differentiation, Positioning.

NEW PRODUCT DEVELOPMENT: Challenges

in New Product Development, Organizing the Product Development Process, Stages of New Product Development.

BRANDING AND PACKAGING: Brand as a

Concept and its Significance, Types of Brands and their Challenges, Brand Equity, Brand Equity Models, Brand Equity Measurement, Brand Sponsorship, Brand Strategy Decision, New Developments in Brand Management, Packaging and its Importance in Marketing, Innovations in Packaging, Labeling

PRICING AND MARKETING: Significance and

Importance of Price to a Marketer, Price and Non Price Competition, The Process of Product/Service Pricing, Approaches to Price Adjustment, Dynamic Pricing, Pricing techniques of Online Retailers, Effects of Price Changes.

CHANNELS OF MARKETING: Nature of

Marketing Channels, Role of Marketing Channels, Functions of Marketing Channels, Designing Distribution channels, Channel Management, Channel Dynamics, Multi-channel Marketing System, Channels and Conflicts

LOGISTICS AND WHOLESALING: Objectives of Market Logistics, Market Logistic Decisions,

Functions of Warehousing, Strategic Issues in Managing Logistics, Growth of Wholesaling, Classification of Wholesalers, Market Decisions, Changing Patterns in Wholesaling

RETAILING: Types of Retailers, Franchising, Strategic Issues in Retailing, Market Decisions, Private Label, Global Trends in Retailing, Trends in Retailing in India

COMMUNICATION MIX IN MARKETING: Communication and Promotion Process, Types of Communication Channels, Promotion Tools, Integrated Marketing Communication (IMC), Developing a Communication Program, Marketing Communication Mix.

ADVERTISING, SALES PROMOTION AND PUBLIC RELATIONS: Benefits of Advertising, Developing an Advertising Program, Advertising Agencies, Sales Promotion, Public Relations, Sponsorship.

PERSONAL SELLING AND SALES FORCE MANAGEMENT: Nature and Importance of Personal Selling, Types of Salespersons, Personal Selling Process, Improving Personal Selling Efforts, Sales Force Management

DEVELOPING AND MANAGING HOLISTIC MARKETING ORGANIZATION: Trends in Business Environment, Marketing Organization, Linkages with other Departments, Outsourcing of Marketing Functions & Its Challenges, Strategies for Organization Wide Marketing Orientation, Marketing Implementation, Evaluation and Control.

GLOBAL MARKETING STRATEGIES: Significance of Global Marketing, Selecting a Potential Market, The Impact of Environmental Forces on Global Marketing, Methods of Entering a New Market, Types of Marketing Organization, Developing Global Marketing Strategies.

DIRECT AND DIGITAL MARKETING: Nature and Scope of Direct Marketing, The Growth and Benefits of Direct Marketing, Database Marketing, Forms of Direct Marketing, Direct Marketing in India, The Growth of Online Marketing, Advantages and Disadvantages of Online Marketing, Developing Online Marketing Strategies, Social Media Marketing, Customer Experience Management on Social Media, Online Advertising, Opportunities and Challenges in Online Marketing, User Generated Content for 'Social CRM'.

MARKETING OF SERVICES: Growing Importance of Services in Marketing, Bases for Service Classification, Characteristics of Services, Developing Marketing Strategies for Services,

Managing Service Differentiation, Metrics in Services Marketing, Managing Service Quality, Service Gap Model, Managing Productivity, Product Support Service Management.

MARKETING OF ORGANIZATIONS, INDIVIDUALS, PLACES AND IDEAS: Organization Marketing, Idea Marketing, Person Marketing, Place Marketing.

MARKETING MANAGEMENT: ETHICAL AND SOCIAL DIMENSIONS: Importance of Marketing Ethics, Social Impact of Marketing, Social Regulations in Marketing, Business Regulations in Marketing.

GREEN AND SUSTAINABLE MARKETING: Green Marketing, Greenwashing and Green Marketing Myopia, Green Consumer, Green Products, Eco Labels and Green Brands, Reasons for the Growth of Green Marketing, Evolution of Green Marketing, Sustainability: People, Planet and Profit (TBL), Towards Sustainable Marketing, Sustainable Marketing, Analysis of Social, Environmental and Economic Dimension, Sustainable Consumer Behavior, Sustainable Marketing Values and Goals, Sustainable Marketing Strategy, Sustainable Segmentation, Targeting and Positioning, Sustainable Marketing Mix, Sustainable Marketing Transformation, Advantages of Sustainable Marketing

MARKETING ANALYTICS: Market Intelligence, Competitive Intelligence, Difference between Competitive Intelligence, Marketing Intelligence and Business Intelligence, Big Data, Analytics Model, Advertising Analytics

Business Environment and Law

BUSINESS ENVIRONMENT: AN: Dimensions of the Business Environment, Importance of the Business Environment, Components of the Business Environment, External and Internal Environment

DEMOGRAPHIC AND SOCIAL ENVIRONMENT: Understanding Demographist, Demographic Classification, Society, Social Class, Group, Family

CULTURAL ENVIRONMENT: Understanding Culture, Essence of Culture, Elements of Culture, Manifestation of Culture, Culture Change, Culture Analysis, Cultural Adaptation, Cultural Sensitivity of Markets



POLITICAL ENVIRONMENT: Types of Government, Multiplicity of Political Environments, Factors Contributing to Political Instability, Political Risk, Interface of Politics with Business, Impact of International Political Environment on Domestic Business

ECONOMIC ENVIRONMENT: The World Economy – An Overview, Classification of Economies, Consumption Patterns, Balance of Payments, National Control of International Transfers, The Indian Economy – An Overview, Economic Indicators

FINANCIAL ENVIRONMENT: Monetization of Economy, Financial Systems, Financial Markets, Development of Financial Markets, The Nature and Role of Financial Institutions in the Economy

TRADE ENVIRONMENT: Liberalization and Globalization, Globalization of Indian Industry, Import Policy, Export Policy, EXIM Policy (2002-2007), EXIM Policy (2004-2009), EXIM Policy (2009-2014), EXIM Policy (2015-2020), International Licensing, International Franchising, Home Trade, Issues in the Global Economic Environment

TECHNOLOGICAL ENVIRONMENT: Defining Technology and Technology Transfer, Technology Selection, Environmental Liability and the Cost of Technological Advances

LEGAL AND REGULATORY

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

TAX ENVIRONMENT: General Purposes of Taxation, Types of Taxation Policy, Features of an Ideal Tax System

ETHICS IN BUSINESS: Definition of Ethics, Importance of Ethics in Business – Macro Perspective, Importance of Ethics in Business – Micro Perspective, Ethical Code

LAW OF CONTRACTS: Essential Elements of a Valid Contract, Certainty and Possibility of Performance, Classification of Contracts/Agreements, Void Agreements, Remedies for Breach of Contract

SPECIAL CONTRACTS: Contract of Indemnity, Contracts of Guarantee, Letter of Credit Contracts, Contract of Bailment, Contract of Pledge, Contracts of Agency, Employment Contracts, Special Rights in Contracts, Drafting of Contracts

FORMATION AND ORGANIZATION OF

COMPANY: Salient Features of a Company, Corporate Veil and Limitations, Types of Companies, Incorporation of a Company, Doctrine of Ultra Vires, Doctrine of Indoor Management, Raising of Capital from Public, Share Capital, Dividend Payment, Transfer and Transmission of securities

COMPANY MANAGEMENT AND WINDING

UP: Company Management – Directors, Company Management – Key Managerial Personnel, Company Meetings, Conduct of General Meetings, Reconstruction and Amalgamation, Changing Legal Entity on Mergers and Acquisitions, Winding Up, Dissolution of a Company, Corporate Social Responsibility

DIRECT TAXES: Classification of Taxes, Income Tax, Residence in India and Tax Incidence, Exempted Incomes, Income from Salaries, Income from House Property, Income from Profits and Gains of Business or profession, Capital Gains, Income from Other Sources, Deductions from Gross Total Income, Computation of Income Tax Liability of an Assessee, Wealth Tax

INDIRECT TAXES: Central Excise, Customs Duty, Service Tax, Value Added Tax (VAT)

Human Resource Management

INTRODUCTION TO HRM: Definition and Concept of Human Resource Management, History of Human Resource Management, Functions of Human Resource Management, HR Policies and Procedures, Emerging Role of Human Resource Management, Human Capital Management, Role of HR executives, Challenges to HR Professionals, Latest Fields of HRM.

ORGANIZATIONAL STRUCTURE AND

HRM: Organizational Structure and Human Resource Management, Formal and Informal Organizations, Tall and Flat Organizational Structures, Responsibility, Authority and Accountability, Line and Staff Functions, Operational and Strategic Role of HRM

INTERNATIONAL HUMAN RESOURCE

MANAGEMENT: Concept of IHRM, Approaches to IHRM, Features of IHRM, Importance of IHRM, Factors Affecting IHRM, Different IHRM Activities, Strategic IHRM. **HUMAN RESOURCE PLANNING:** Definition of Human Resource Planning, Objectives of Human Resource Planning, The Process of Human Resource Planning, Managing the Forecasted Demand/Surplus, Growing Importance of Human Resource Planning.

JOB ANALYSIS AND DESIGN: Concept of Job Analysis, Process of Job Analysis, Job Analysis Methods, Job Analysis Information, Job Description, Job Specification, Uses of Job Analysis, Issues in Job Analysis, Concept of Job Design, Modern Management Techniques.

RECRUITMENT: Concept of Recruitment, Factors Affecting Recruitment, Recruitment Policy, Sources of Recruitment, Need for Flexible and Proactive Recruitment Policy, Evaluation of a Recruitment Program

SELECTION: Concept of Selection, The Selection Process, Selection Method Standards, Application Forms, Selection Tests, Interviews, The Interview Process, Placement.

SOCIALIZATION: Concept of Orientation, Objectives of Induction/Orientation, Role of Organizational Culture in Orientation, The Process of Socialization, Socialization Strategies, Socialization of Existing Employees

MANAGING CAREERS: Concept of Career, Career Anchors, Elements of a Career Planning Program, The Benefits of Career Planning to an Organization, The Benefits of Career Planning to an Individual, Issues in Career Planning, Career Development Cycle, Career Objectives and the Career Path, Model for Planned Self-Development, Succession Planning

PERFORMANCE APPRAISAL: Concept of Performance Appraisal, Objectives of Performance Appraisal, The Appraisal Process, The Appraisers, Performance Appraisal Methods, The Appraisal Interview, Pitfalls in Performance Appraisal, Uses of Performance Appraisal, Ethics of Performance Appraisal

EMPLOYEE TRAINING AND

MANAGEMENT DEVELOPMENT: Definition and Purpose of Training, Assessing Training Needs, Areas of Training, Employee Training Methods, Evaluation of the Training Program, Training and Development, Concept of Management Development, Management Development Methods, Evaluating a Management Development Program

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

OCCUPATIONAL SAFETY AND HEALTH: Causes of Safety and Health Problems at the Work Place, Provisions to Prevent Accidents in the Workplace, Safety and Health Programs in Organizations, Stress and its Consequences on Employee Performance, Challenges in the Service Sector

GRIEVANCE HANDLING: Concept of Grievance Causes of Grievance, Need for a Grievance Redressal Procedure, Effective Grievance Redressal, Steps in a Grievance Redressal Procedure, Grievance Redressal Procedure in Unionized Organizations, Conflict Resolution.

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

TRADE UNIONS: Definition and Concept of Trade Unions, Characteristics of Trade Unions, Functions of Trade Unions, Types of Trade Unions, Methods Adopted by Trade Unions, Problems Faced by Trade Unions, Trade Unions and Globalization.

INDUSTRIAL RELATIONS, COLLECTIVE BARGAINING, AND WORKERS'**PARTICIPATION IN MANAGEMENT:**

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

QUALITY OF WORK LIFE: Definition and Concept of Quality of Work Life, Methods to Improve QWL, Benefits of QWL Programs, Effective Implementation of QWL Programs.

QUALITY CIRCLES: Definition and Concept of Quality Circles (QC), Objectives of Quality Circles, Development and Working of a Quality Circle, Problem-solving Techniques in Quality Circles, Solving Issues in Implementing Quality Circles

EMERGING CHALLENGES OF HRM: HR Policies in Emerging Challenges, Employee Engagement, Leadership Development, Succession Planning, Emotional Agility, Retention, Exit Management, Outsourcing, Role of IT in Human Resource Management

Projects and Operations Management

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

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

Market and Technical Analysis of Projects: Market and demand analysis, Technical Analysis.

Financial Analysis of Projects: Project Cost, Means of Financing the Project, Working Capital, Requirements and Financing, Time Value of Money, Costs of Different Sources of Finance, Evaluation of Project Investments, Risk Analysis of Project Investments, Social Cost Benefit Analysis (SCBA),

Project Selection: Criteria for Project Selection Models, Project Selection Models, Analyzing the Uncertainty of a Project, Project Proposal,

Management of Project Scope: Project Initiation, Defining Project Deliverables, Scope Planning, Approval of POS, Project Definition Statement, Scope Verification, Scope Change Control,

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

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

Project Review: Importance of Project Review, Types of Project Reviews, Project Review Stages, Project Status Review Meetings, Advantages of a Project Status Review Meeting, Types of Project Status Meetings,

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

Project Cost Management: Process of Cost Management, Resource Planning, Cost Estimating, Cost Budgeting, Cost Control, Cost Overruns and their Implications,

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

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

Auditing: Project Evaluation and its Purpose, Project Auditing, Construction and Use of the Audit Report, Responsibilities of the Auditor, The

Project Audit Life Cycle, The Essentials of an Audit, Performance Measurement.

Project Closing: Closing a Project, Ways of Closing a Project, Reasons for Terminating an Unsuccessful Project, the Process of Closing a Project.

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

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

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

Design of Production Processes: Process Planning and Design, Major Factors affecting Process Design Decisions, Types of Process Designs, Process Planning Aids, Selecting the Type of Process Design, Measurement of Operations Performance.

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

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

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

Purchase Management: Importance of Purchasing, Organizing Purchasing, Responsibilities of a Purchase Manager, Purchasing Process, Duties of Buyers, Make-or-Buy Analysis, Ethics in Buying, Integrity Pact and its implementation.

Materials Management: Necessity of Materials Management, Functions of Materials Management, Materials Management Technology, Materials Management Techniques, ERP in Materials Management.

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

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

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

Just-In-Time (JIT) Manufacturing System: The Concept of the JIT System, Advantages of JIT Systems,. Characteristics of JIT Systems,

Productivity and Quality Management: Productivity, Evolution of Quality Management, Strategic Role of Quality, Role of Inspection in Quality Control, The Cost of Quality, Statistical Concepts in Quality Control, Acceptance Plans, Computers in Quality Control, Concept of TQM.

Facilities and Maintenance Management: Facilities Management, Necessity of Maintenance Management, Types of Maintenance, Economics of Maintenance, Evaluation of Preventive Maintenance Policies, Modern Approaches to Preventive Maintenance, Recent Trends in Maintenance.

Trends in Operations Technology: The Changing Landscape of Operations Technology, Manufacturing Intelligence, Flexible Manufacturing Systems, Intelligent Value Chains and Supply Chains, Sustainability and Operations Technology, Operations Technology and Competitive advantage, Innovation in Operations, Customization and Operations Technology, Disruptive Technologies, Technology Trends for Indian Companies in Infrastructure and Operations, Role of Information Technology, ERP and Operations.

Globalization and Operations Management: Meaning and Significance of Globalization, Emerging trends in Operations Management, Globalization of Manufacturing Operations, Globalization of Servicing Operations, Location choices in operations strategy, Globalization of operational competencies, resources and processes, Key imperatives for business leaders, Globalization and Sustainability, Challenges in Managing Globalization, New National Manufacturing Policy, Corporate Social Responsibility (CSR), Approaches to Globalization

Sustainability and Operations Management: Meaning and Concept of Sustainability, Globalization and Sustainability, Sustainability objectives, Sustainability and Operations Planning, Sustainability and Supply Chain Management, Sustainability and resource management, Sustainability and operations stakeholders, Sustainability and Innovation, Framework for sustainability strategy

Business Research Methodology

Introduction to Business Research, Business Research Process, Business Research Design and Implementation, Measurement Concepts in Business Research, Attitude Measurement, Sampling Design, Secondary Data, Survey Research, Questionnaire Design, Qualitative & Observation, Methods, Experimentation, Data Preparation & Preliminary Analysis, Hypothesis Testing- Basic Concepts, Hypothesis Testing- Test of Differences, Correlation Analysis & Regression Analysis, Multivariate Analysis, Business Research Reports and Ethics in Business Research. Annexure to Business Research Methodology Measures of Central Tendency, Measures of Dispersion, Concepts of Probability, Probability Distributions

Sales & Distribution Management

Introduction to Sales Management: Evolution of the Sales Concept, Nature and Role of Selling, Image of Selling, Objectives of Sales Management, Integrating Sales and Marketing Management, Environmental Changes Affecting Sales Management, Entry of Women in Sales Management

The Sales Organization: Role of a Sales Organization, Basis for Designing a Sales Organization, Types of Organizations, Types of Sales Force Structure, Sales Culture

Sales Functions and Policies: Role of a Sales Manager, Responsibilities of a Sales Manager, Role of a Sales Executive, Responsibilities of a Sales Executive, Policies that Impact Sales Management

Personal Selling: Buyer Seller Dyads, Types of Selling Jobs, Sales Force Objectives, Sales Force Strategies, Theories of Personal Selling, Approaches to Personal Selling, Personal Selling Process, Customer-related Issues in Personal Selling, Automation in Personal Selling, Sales Accounting

Sales Planning: The Importance of Sales Planning, Sales Manager as Planner and Administrator, The Sales Planning Process, Causes of Unsuccessful Sales Planning, Accuracy of Sales Planning

Sales Territories: Nature and Benefits of Sales Territories, Designing Territories, Using Computers in Territory Design, Territorial Coverage – Managing Sales Reps, Time and Efforts

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

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

Sales Quotas: Purpose of Sales Quotas, Importance of Sales Quotas, Types of Sales Quotas, Characteristics of a Good Sales Quota, Methods of Setting Sales Quotas, Administering Sales Quotas, Limitations of Sales Quotas

Sales and Cost Analysis: Sales Manager's Responsibility to Ensure Profits, Nature of Sales Control, Sales Analysis, Sales Audit, Marketing

Cost Analysis, Marketing Audit, Profitability Analysis, Principles of Analysis

Profiling and Recruiting Sales Personnel: Sales Force Selection and Strategic Planning, Importance of a Good Selection Programme, The Law and Sales Forces Selection, Scope of Sales Force Staffing Process, New Sources of Recruitment

Developing, Delivering and Reinforcing a Sales Training Program: Integrating Sales training and Strategic Planning, The Value of Sales Training, Roles of Seniors in Sales Training, Who should be Trained?, Determining Training Need of Individual Sales Representatives, Content of Training Programme, Use of Factual and Practical Situations in Sales Training, Computer Based Training Programs - E-Training and M-Training, Accompaniment Calls (On-call training)

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

Compensating Sales Personnel: Objectives of Compensation Plans, Characteristics of Compensation Plans, Types of Compensation Plans, Designing Compensation Plans, Implementing Compensation Plans, Sales Contests, Sales Force Expenses, Fringe Benefits

Motivating the Sales Force: Concept of Motivation, Motivational Theories, Motivation and Productivity of the Sales Force, Effect of Demographic, Psychographic, Experience, Career Stage, Job Plateau and Personal Characteristics on Sales Force Motivation, Sales Motivational Mix, Motivating the Sales Personnel at Different Stages of their Career

Sales Force Expenses and Transportation: Sales Force Expenses and Strategic Planning, Legitimate Travel and Business Expense, Characteristics of a Sound Expense Plan, Methods of Controlling Expenses, Control of Sales Force Transportation, Other Methods of Expense Control, Role of Sales Managers in Expense Control

Leading the Sales Force: Nature of Leadership, Characteristics of an Effective Leader, Leadership Styles of Sales Managers, Skills Essential for a Leader, Leadership and Strategic Planning, Tools and Techniques of Leadership, Problems and Challenges faced in Sales Leadership

Evaluating Sales Force Performance: Sales Force Performance, Determinants of Sales Force Performance, Performance Evaluation, Information Sources for Evaluation, Criteria for the Evaluation of Sales Force Performance, Establishing

Performance Standards, Methods of Sales Force Evaluation, Monitoring and Reviewing of Sales Force Performance

Ethical and Legal Responsibilities of a Sales Manager: Business Ethics, The Legal Ethical Confusion, The Pressure to Compromise Personal Ethics, Ethical Situations Facing Sales Personnel, Setting Ethical Guidelines

Marketing Logistics and C&F (Carrying and Forwarding) Agents: Logistics and its Importance, Functions in Logistics Management, Importance of Communication in Logistics, Technology in Logistics, Streamlining the Logistics Process, Strategic Issues in Logistics Management, Local and Global Challenges in Logistical Management

Marketing Channels: Evolution of Marketing Channels, Channel Members and their Roles, Channel Functions, Designing Marketing Channels, Channel Flows and Costs

Channel Integration: Importance of Channel Integration, Vertical Marketing Systems, Types of Vertical Marketing Systems, Benefits and Costs of Vertical Marketing Systems, Horizontal Marketing Systems, Hybrid Channel Systems

Channel Management: Recruiting Channel Members, Criteria for Selecting Channel Partners, Motivating Channel Members, Evaluating Channel Members, Modifying Channel Arrangements, Managing Channel Relationships

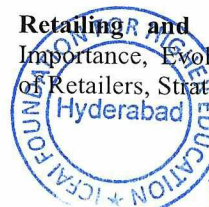
Evaluating Channel Performance: Performance Measures in Marketing Channels, Models to Diagnose Channel Profitability, Appraisal of Channel Members' Contribution, Result of Channel Performance

Managing Channel Conflicts: Sources of Conflict, Types of Conflicts, Conflict Management Techniques, Channel Leadership

Channel Information Systems: Elements of Channel Information Systems, Impact of Information Systems on Channel Flow, Impact of Information Systems on Channel Relationships

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

Retailing and e-Retailing: Retailing and its Importance, Evolution of Retailing, Classification of Retailers, Strategic Issues in Retailing



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Big Data and Analytics

What is Big Data?: What is Big Data?; Reasons for Big Data Emergence; Evolution of Big Data; Evolution of Data Systems; Flood of Mythic “START-UP” Proportions; How Does Big Data Differ from Normal Data?; Big Data: Why Now?; A Convergence of Key Trends

Why is Big Data Important?: Why is Big Data Important?; Characteristics of Big Data; A Wider Variety of Data; Different Types of Data Used in Big Data Analytics; The Expanding Universe of Unstructured Data; Big Data Analytics; Setting the Tone at the Top

Big Data in Marketing and Advertising: Role of Big Data in Marketing; Digital Marketing and the Non-Line World; Database Marketers and the Pioneers of Big Data; Big Data: The New School of Marketing; Fraud and Big Data; Risk and Big Data; Credit Risk Management; Big Data and Algorithmic Trading; Advertising and Big Data

Big Data in Healthcare: Big Data in Healthcare: Overview; Challenges and Benefits; Leveraging Strategies for Big Data; Applications in Healthcare Industry; Source of Innovation and New Technologies

Big Data Technologies – I: The Elephant Room; Hadoop’s Parallel World; OldVs New Approaches; Data discovery

Big Data Technologies – II: Predictive Analytics Moves into the Limelight; Software as a Service BI; Mobile Business Intelligence is Going Mainstream; Crowdsourcing Analytics; Inter and Trans-Firewall Analytics; R & D Approach helps Adopt New Technology; Big Data Technology Terms; Data Size

Information Management: The Big Data Foundation; Big Data Computing Platforms; Big Data Computation; More on Big Data Storage; Big Data Computational Limitations; Big Data Emerging Technologies

Business Analytics – I: Make The Last Mile in Data Analysis; Consumption of Analytics; Classification

Business Analytics – II: Visualizing: How to make it Consumable?; Organizations are Using; Data Visualization as a Way to Take Immediate Action; Moving from Sampling to Using All the

Data; Thinking Outside the Box; 3600 Modeling; Need for Speed; Let’s Get Scrappy; What Technology is Available?; Moving from Beyond the Tools to Analytics Applications

Talent Management-I: Data sciences industry; Rise of the data scientist; Skills and qualities of data scientists; Critical thinking; Analytic talent and implications for executives and management; Developing decision sciences talent

Talent Management – II: Holistic view of analytics; Different types of analytics; Creating decision sciences talent; Hiring decision sciences talent; Organization culture to nurture decision sciences talent; Organizational structure and institutionalizing analytics; Organizational structure based on analytics

Data Privacy and Ethics: Data Privacy; The Privacy landscape; Database marketing and CRM; Rights comes with responsibility; Global privacy principles; Personal and protected information; Conscious responsibility; Is privacy the right area to focus?; Anonymizing data; Privacy and counterterrorism measures; Data Privacy and future course of action

Retail Management

Retailing - An Overview: Retailing: Definition and Scope, Retailers’ Role in Distribution Channel, Benefits of Retailing, Evolution of Retailing, Retailing Environment, Indian Retail Industry: An Overview

Retail Institutions: Theories of Institutional Change, Classification of Retailers, Omnichannel Retailing

Understanding the Retail Customer: The Market, Population Analysis, Demographic Analysis, Geographic Analysis, Consumer Buying Behavior, Strategies to Manage Consumer Behaviour

Retail Market Strategy: Definition of Retail Market Strategy, Prominent Retail Management Theories, Target Market and Retail Format, Building Sustainable Competitive Advantage, Achieving Strategic Positioning, Nature of Strategic Planning, Retail Strategic Planning Process

Financial Strategy: Strategic Profit Model – An Overview, Income Statement, Balance Sheet, The Strategic Profit Model, Setting Performance Objectives, Performance Measures

Store Location and Site Evaluation: Selecting the Store Location, Market Area Analysis, Trade Area Analysis, Site Evaluation and Site Selection

Retail Organization and Management: Designing a Retail Organization Structure, Principles of Retail Organization Design, Forms of Retail Organization, Retail Organization Structures, Legal Forms of Retail Organization

Merchandise Assortment Planning: Organizing the Buying Process by Categories, Category Management, Setting Financial Objectives, Gross Margin Return on Inventory Investment, Sales Forecasting, Assortment Planning Process, Product Mix Trends

Purchasing Systems: Budgeting in Retail, Purchasing Systems for Fashion Merchandise, Purchasing Systems for Staple Merchandise, Assigning Merchandise to Stores, Analyzing the Merchandise Performance

Merchandise Purchasing: Merchandise: Purchases & Handling Techniques, Branding Strategies, Global Sourcing Decisions, Managerial Issues in Global Sourcing Decisions, The Merchandise Purchasing and Handling Process, Merchandise Handling, Ethical and Legal Issues in Merchandise Purchasing

Store Management: Store Management – Role of Store Managers, The Retail Personnel Management Process, Legal and Ethical Issues in Managing Store Personnel, Cost Control

Store Layout, Design and Visual Merchandising: Store Exteriors, Store Interiors, Store Security

Customer Service: Gaining Strategic Advantage Through Customer Service, Types of Customer Services, Customer Evaluation of Service Quality, Gaps Model for Improving the Quality Of Service, Service Recovery

Retailing Selling: Role of a Retail Salesperson, Role of Personal Selling in Retail Promotion Mix, Requirement for Effective Selling, Retail Selling Process, Evaluation of a Salesperson

Information Systems and Logistics: Retailing: The Role of Information, Information Sources, Retail Information Systems, Information Systems in Retail Logistics, Strategic Advantages of Information Systems in Logistics, Quick Response Delivery Systems, Data Mining, Data Warehousing, Data Warehousing and Business Intelligence

Retail Marketing Mix: Marketing Mix of Services: Beyond Four Ps, Target market for Retail

Products, The Retail Product, Breakdown of Retailing

Retail Pricing: Price as a Concept, Price Sensitivity, Factors influencing Retail Pricing, Approaches to Pricing Retail Merchandise, Pricing and Values, Markdown: A Pricing Policy for Retailers, Laws governing Retail Pricing

Retail Promotion Mix: Promotion, Role of Retail Promotion Program, Planning Retail Communication Program, Assigning the Promotional Budget, Implementing the Advertising Programs, Evaluating the Effectiveness of Advertisements, Implementing Sales Promotion Programs, Implementing Publicity Programs

Application of IT in Retailing: Information Technology: Concepts and Definition, Growth of IT in Retailing, Capturing Point of Sale (POS) Data, IT: A tool for Competitive Advantage, Use of Data Base, Data Mining and Business Intelligence in Retail Marketing, E-Commerce and E-Retailing, Future Trends, Customer Relationship Management in Retailing

International Retailing: Introduction to International Retailing, Growth and Development of International Retailing, Retail Structure in the International Market, Internationalization of Retail Market, Direction and Typologies of International Expansion, Market entry methods in International Retailing

The Future of Retailing: Key changes in Retail Market, Importance of Brands, Brand Positioning and Image, Emerging Trends in Information Technology, New Age Retailing: The Physical Aspects

Ethical and Legal Issues in Retailing: Focus on the Customer, Dealing with Ethical Issues, Social Responsibility, Environmental Orientation, Legal Framework

Careers in Retailing: Getting into the Retail Industry, Personality Traits of Retailers, Human Resources and Skills Requirements in Indian Retail Industry, Employment Aspects of a Retailing Career, Employment Opportunities, Careers in Retailing, Ownership Opportunities

Integrated Marketing Communications

Basics of Marketing Communications: Definition, Marketing Communications Mix, Integrated Marketing Communications (IMC), Basic Model of Marketing Communications Process

Marketing Communications Models: Evolution of Marketing Communications Models, Models of Marketing Communications

Consumer Buying Behavior: Definition, Customer Buying Process, Problem Recognition, Information Search, Alternative Evaluation, Purchase Decision, Postpurchase Behavior

Marketing Communications Planning Process: Marketing Plan vs. Marketing Communications Plan, Marketing Planning Process, Marketing Communications Planning Process, Marketing Communications Context Analysis, Marketing Communications Objectives, Marketing Communications Budget Planning, Developing Marketing Communications Program, Evaluation and Control of Marketing Communications Program

Marketing Communications Research: Marketing Research Process, Marketing Communications Research, Advertising Research, Sales Promotion Research, Direct Marketing Research, Public Relations Research, Media Research

Advertising Objectives and Planning: Advertising Plan, Mission: Setting advertising objectives, DAGMAR: An approach to set advertising objectives, Money: Setting Advertising Budget, Message: Determining Creative Strategy, Media: Selecting Advertising Media, Measurement: Measuring and Evaluating Advertising Effectiveness, Advertising Agency and Creative Brief

Budgeting for Marketing Communications: Marketing Communications Budget vs. Sales, Marketing Communications Budgeting Methods, Factors affecting allocation of Communications Budget, Marketing Communications Budgeting Process

Message and Creative Strategy: Creativity in Advertising, Creative Process Model, Creative Strategy Development, Execution Framework, Creative Advertising for Print Media, Creative Advertising for TV Media, Client Evaluation and Approval of Creative Work, Copy Testing and Diagnosis

Media Planning and Strategy: Developing the Media Plan, Market Situation Analysis, Setting Media Objectives, Crafting Media Strategy, Implementation and Follow up of Media Plan, Media Buying, Media Planning Models

Mass Media and Outdoor Advertising: Newspapers and Advertising, Magazines and Advertising, Radio and Advertising, Television and

Advertising, Outdoor Advertising, Unconventional medium

Measurement and Evaluation of Marketing Communications: Advantages and disadvantages of measurement, Elements of evaluation mechanism, Measuring Advertising performance, Measuring Sales Performance, Measuring Public Relations Performance, Measuring Personal Selling Performance, Measuring Direct Marketing Performance, Cross-Promotional Interaction Measurement

Sales Promotion: Reasons for the Popularity of Sale promotion, Classification of Sales Promotion, Consumer Promotion Objectives, Trade Promotion Objectives, Sales Promotion Mix, Designing Sales promotion program, Sales Promotion trap, Enhancing Sales promotion effectiveness

Personal Selling: Growing Importance of Personal Selling, Classification of Personal Selling, Personal Selling Process, Classification of Personal Selling Responsibilities, Merits and Demerits of Personal Selling, Integration of Personal Selling with other elements of Marketing Communications, Evaluation of Personal Selling

Public Relations, Sponsorship, Publicity and Corporate Advertising: Classification of Public Relations, Public Relations Process, Evaluation of PR Process, Tools for Measuring PR Effectiveness, Public Relations in Crisis Management, Corporate Sponsorship, Types of Corporate Sponsorships, Publicity, Merits and Demerits of Publicity, Corporate Advertising

Direct Marketing: The Growing Importance of Direct Marketing, Database in Direct Marketing, Direct Marketing Campaign Process, Direct Marketing Mix, Advantages and disadvantages of Direct Marketing

Digital Marketing: Purpose of Digital Advertising, Internet Advertising Formats, Measuring Effectiveness of Internet ads, Advantages and Disadvantages of Internet ads, Mobile Advertising, Mobile Ad Formats, Advantages and Disadvantages of Mobile Ads, Social Media Marketing, Social Media Mix, Customer Engagement Process, Building Social Business, Social CRM

Branding and Marketing Communications: What is Brand?, Features of Successful Brands – Strong vs. Weak Brands, Branding Strategies, Brand Equity and Its Determinants, Branding and Marketing Communications, Rejuvenating and Revitalizing Brands, Brand Management during Recession, International Branding, Branding and Corporate Image

Internal Marketing Communications: Purpose of Internal Marketing Communications, Boundary of Employee / Non-Employee, Advertising and the impact on the Employee, Strategic Credibility, Brand Engagement, Internal Marketing Communication Audit, The MBTI Model

International Marketing Communications: Scenario of International Marketing, International Marketing Environment, Standardization vs. Localization vs. Glocalization in Advertising, International Advertising: Message Decision, International Advertising: Agency Decision, International Advertising: Media Decision, Promotional Mix in International Marketing Communications

Ethics in Marketing Communications: Social Responsibility and Ethical Company, Ethics in Advertising, Ethics in Advertising Research, Ethics in Advertorials and Infomercials, Ethics in Sales Promotion, Ethics in Public Relations, Legal and Regulatory Aspects of Marketing Communications, Social and Economic Effects of Advertising

Future Trends of Marketing Communications: Future Trends of Marketing Communications, Integration of internal and external branding, Outcome-based measures to evaluate marketing communications, Shared Model of Marketing Communications Costs, Brand Journalism, Future-looking Planning and Evaluation Models, Designing 'Global' Marketing Communications Programs, Designing holistic organizational structures to serve customers, Special Advertising Situations

Services Marketing

Service Economy Trends in National and Global Scenario: Service Economy Trends: Global Scenario, Service Economy Trends: Indian Scenario, Key Services: A Sectoral View, Service Sector: Challenges Faced, Regulatory Framework for Services

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

The Nature of Services Marketing: Evolution of Service Firms, A Different Approach for Marketing Services, The Services Marketing Triangle, The Services Marketing Mix, Key Marketing Issues before a Service Organization, New Avenues in Services Marketing

Consumer Behavior: Differentiating between the Consumer Evaluation Process for Goods and Services, Consumer Decision-Making Process, External Factors Influencing Consumer Behavior, Implications for Service Providers

Customer Expectations and Perceptions: Understanding Customer Requirements, Customer Expectations, Types of Service Expectations, Factors that Influence Customer Expectations of Service, Managing Customer Service Expectations, Exceeding Customer Service Expectations, Customer Perception, Factors that Influence Customer Perceptions, Strategies for Influencing Customer Perceptions

Listening to Customers: Using Marketing Research in Services, Approaches to Service Research, Stages in Marketing Research, The Concept of Service-Quality Information System, Uses of Marketing Research Information, Upward Communication, Definitions of Quality and its Significance, Measuring Service Quality, Service Quality Gap Model, Dimensions of Service Quality – SERVQUAL Model based on RATER Scale, Service Quality Standards, Benchmarking, Total Quality Management, Strategies for Improving Service Quality, Monitoring Service Quality

Market Segmentation and Targeting: Market Segmentation in Services, Bases for Market Segmentation, Requirements for Effective Segmentation, Process of Market Segmentation, Market Targeting in Services, Mass Customization / Individualized Service

Positioning and Differentiation of Services: Definition and Concept of Positioning, Positioning Strategies, Value Chain in Services, Differentiation of Services, The Role of Positioning in Marketing Strategy, Steps in Developing a Positioning Strategy

Managing Demand and Capacity: Concept of Demand, Demand Patterns, Capacity Constraints, Strategies to Match Demand and Capacity, Creating a Demand Inventory, Yield Management

Role of Technology in Services: Technology in Services to Gain Competitive Advantage, Business Technology Strategy, Technographic Segmentation, Use of Technology to Better Service Customers, Impact of Technology on Different Types of Service Sectors, Impact of New Technology on Distributing Services, Customer Analytics and Role of IT in Customer Acquisition and Retention, Technology: A Double Edged Sword

The Marketing Mix Elements: Marketing Mix in Traditional Marketing, Inadequacy of Four Ps for Marketing Services, Expanded Marketing Mix

Product: Packaging the Service: Service Product Level, Service Product Decisions, Branding in Services, Categories for New Service Development, New Service Development Process, Product Life Cycle, Service Innovation and Design, Customer Defined Service Standards

Pricing Services: Key Characteristics of Pricing in Services, Pricing Objectives, Approaches to Pricing Services, Incorporating Perceived Value into Service Pricing, Value Strategies in Pricing of Services, Issues in Pricing of Services, Revenue Management Techniques

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

Place in Services: Significance of Location, Channel Decisions, Direct Distribution, Key Intermediaries in Service Delivery, Strategies for Effective Service Delivery through Intermediaries

People in Services: Classification of Service Personnel, Problems Faced by Service Personnel, Types of Conflict in Service Organizations, Role of Employees and People Strategy, Organizational Culture and Climate, People Management in Multi-Cultural Context

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

Physical Evidence: Elements of Physical Evidence, Types of Physical Evidence, Significance of Physical Evidence

The Service Setting: The Service Setting Framework, Types of Service Setting – Servicescape, The Role of Service Setting - Servicescape, The Impact of Physical Surroundings on Customers and Employees, The Service Setting and Consumer Behavior, Environmental Dimensions of Service Setting

Internal Marketing: Definition of Internal Marketing, The Role of Internal Marketing, Components of an Internal Marketing Program, Developing and Implementing an Internal Marketing Program

Service Failures and Service Recovery: Relationship Marketing Defined, Benefits of Relationship Marketing, Relationship Marketing

and Transactional Marketing, Six Markets Model, Strategy in Relationship Marketing Management, Retention Strategies, Recovery of Customers, Impact of Service Failures, Communication and Relationship Marketing

Customer Relationship Management (CRM): CRM: Definition and History of CRM, CRM-Benefits to Service Organizations and Customers, Technological Drivers of CRM, CRM Life Cycle Management, Critical Success Factors in CRM, Loyalty Programs, Analytical CRM, Customer Classification based on Acquisition and Retention Costs

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

Globalization of Services: The Growth in Global Service Markets, Factors Influencing Globalization, Overseas Market Entry Decisions, Assessing Globalization, Challenges in the Global Market, Factors Influencing Success of a Global Service Firm, Prospects for the Global Marketing of Services, Digital Economy and Changed Global Business Environment, E-Governance

Strategic Marketing Management

Strategic Marketing Management – An Introduction: Marketing, Definition of Strategy, Evolution of Strategic Management, Strategic Marketing

Marketing Strategy and Planning: Deciding How to Compete, Market-orientation, Business Strategy and Marketing, Marketing Situation Analysis, Designing Marketing Strategy, Marketing Planning and Marketing Plans

Business Strategy and Competitive Advantage: Organizational Change, Competitive Advantage, Business Strategy, Strategic Analysis in an SBU

Marketing Audit and SWOT Analysis: Marketing Audit, Evolution of Marketing Audit, Components of Marketing Audit, SWOT Analysis

Marketing Costs and Financial Analysis: Analyzing Marketing Costs, Customer Profitability Analysis, Financial Situation Analysis, Productivity

Market and Environmental Analysis: The Nature and Structure of Marketing Environment, Environmental Scanning and Analysis, Evolution

of Environmental Scanning, PEST Framework, Benefits of Environmental Scanning

Competitor Analysis: Competitive Forces, Competitor Analysis, Information Gathering, Analyzing the Competition, Competitive Information System (CIS)

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

Segmenting Markets: Markets and Marketing Approaches, Market Segmentation, Niche Marketing, Bases for Segmentation, Multi-attribute Segmentation, Strategic Analysis of Market Segments

Targeting and Positioning Strategies: Market Targeting Strategy, Deciding on Segments to Enter, Positioning, Choosing the Positioning Strategy

Relationship Strategies: Inter-Organizational Relationships, Types of Inter-Organizational Relationships, Strategic Alliances, Joint Ventures, Global Relationships among Organizations

Generic Strategies: Porter's Five Competitive Forces, Porter's Generic Competitive Strategies, Identifying Potential Competitive Advantages, Influence of Market Position on Strategy, Strategic Wear-out

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

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

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

Advertising and Sales Promotion Strategies: Promotion Strategy, Advertising Strategy, Sales Promotion Strategies

Public Relations and Direct Marketing Strategies: Public Relations, Direct Marketing

Sales Force Strategies: Developing and Implementing Sales Force Strategy, Sales Channels, Designing the Sales Organization, Managing the Sales Force, Personal Selling

Distribution Strategy: Strategic Issues in Distribution, Types of Distribution Channels, Considerations in Distribution Channels, Distribution Intensity, Conflict and Control in Distribution Channels, Managing the Channel, International Channels

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

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

Marketing Strategy Implementation and Control: Marketing Plan, Marketing Strategy Implementation, Strategic Evaluation and Control, Marketing Control

Learning in Marketing Organization: Learning Process about Markets, The Learning Organization, Sources of Information and its Analysis, Marketing Information System, Marketing Research Information, Computerized Information Systems

Relationship Marketing Strategies: Why Transactional Marketing is not enough?, Need for Relationship Marketing, Defining Relationship Marketing, Customer vs. Business Relationships, Customer Bonding, Mutual Value Creation, Personalization vs. Mass Customization, Strategies for Retaining Customers, Enhancing Customer Relationships for Competitive Advantage

Online Marketing Strategies: Understanding the Business and Need for Online Marketing, Understanding Online Customers, Building an effective website, Search Engine Marketing (SEM), E-Mail Marketing, Affiliate Marketing, Online Advertising, Developing Mobile Applications for Business, Managing Online Reputation

Social Media Marketing Strategies: Understanding Social Media, Why People use Social Media, Business and Social Media, Rules of Engagement for Social Media, Blogging and Micro Blogging, Social Media Marketing Platforms, Going Viral over Social Media, Social Media Monitoring

Emerging Trends in Strategic Marketing: Co-competition – Simultaneous Pursuit for Collaboration and Competition, Blue Ocean Strategy, Strategies to Market Luxury Products, Innovation and Reverse Innovation, Branding in the Digital Age, Guerrilla Marketing Strategies, Rethinking Marketing Strategies

Integrated Marketing Communication (IMC) Strategies: Meaning of IMC, Reasons for the Growth of IMC, Marketing Communications: Traditional vs. Contemporary, Integrating IMC in the Marketing Mix, Strategic use of Alternative Media in IMC, Developing an IMC Program, IMC: From Strategy to Execution, Measuring Integrated Marketing Communications

CONSUMER BEHAVIOR

Consumer Research: Consumer Research: The Paradigm Shift, Consumer Research Process, Consumer Research: Good or Bad?

Segmenting Consumers: Defining Market Segmentation, Bases for Segmentation, Criteria for Effective Targeting of Market Segments, Market Segmentation Strategies

Motivation: Definition of Motivation, Motives, Classification of Motives, Theories of Motivation, Motivational Theory and Marketing Strategies, Involvement, Techniques of Motivational Research

Personality: Definition of Personality, Nature of Personality, Theories of Personality, The Concept of Self

Perception and Information Processing: Definition of Perception, Elements of Perception, Process of Perception and Information Processing, Consumer Imagery, Perception in Marketing

Learning: Defining Learning, Characteristics of Learning, Behavioral Learning Theories, Cognitive Learning Theories, Brand Loyalty

Attitudes and Consumer Behavior: Characteristics of Attitudes, Functional Theory of Attitudes, Attitude Models, Formation of Attitudes, Measurement of Attitudes, Theories of Attitude Development, Attitude Change, Involvement

Reference Groups and Opinion Leadership: Defining Reference Groups, Important Reference Groups and Appeals, Defining Opinion Leadership, Identifying an Opinion Leader, Communication and Opinion Leadership

Family Influences: Defining Family, Family Lifecycle, Family Decision Making

Social Class and Consumer Behavior: Defining Income, Defining Social Class, Social Stratification, Social Class Mobility, Social Class Measurement, Social Class and Consumer Behavior

Cultural Influences: Defining Culture, Measuring Culture, Core Values, Defining Sub-Culture, Defining Cross-Cultural Influences

Diffusion of Innovation: The Diffusion Concept, A Profile of Consumer Innovator

Consumer Decision-making: Defining Consumer Decisions, Consumers as Decision Makers, Consumer Decision-Making Process, Modeling Consumer Decision-Making

Consumer in Marketplace: Introduction to Retailing, Factors Affecting Outlet Selection, In-Store Influences

Post-Purchase Behavior: Defining Post-Purchase Consumer Behavior, Consumer's Post-Purchase Dissonance, Disposal, Product/Service Evaluation and Consumer Satisfaction/Dissatisfaction

Organizations as Consumers: Nature of Organizational Buying, Organizational Buying Process, Factors Influencing Organizational Buying Behavior, Segmenting Business Markets

Marketing Communication and Persuasion: Nature of Communication, Factors Affecting Communication, Developing Persuasive Communication

Market Regulation: Concerns of the Consumers, Concerns of the Marketers, The Role of Government and Non-Government Bodies

International Marketing

Basics of International Marketing: History of International Marketing, Definition of International Marketing, Concepts used in International Marketing, Nature and Scope of International Marketing, Constraints in International Marketing, Phenomenon Affecting International Marketing Scenario, Internationalization, Basic Activities of Internationalization, Process of Internationalization, Life Cycle of Internationalization, Impact of Globalization on International Marketing & Business, Role of World Organizations (WTO, WEF) in International Marketing

International Marketing Environment: Economic Environment, Political Environment, Legal Environment, Social, Cultural and Technological Environment, Country Risk Analysis, Minimizing Environmental Risk

International Consumer Behavior: Assessing Consumer Behavior, Cross-Cultural Consumer Behavior, Consumer and Diffusion of Innovation, Consumer Online Shopping Behavior

International Marketing Opportunities in Emerging Markets: Emerging Markets, Key Factors to Identify Potential Emerging Markets, Characteristics of Emerging Markets, Global Trends Defining the Global Power of Emerging Markets, Three Key Drivers that are going to change the Market Scenario, Why to Invest in Emerging Markets?

Entry Strategies in International Markets: Modes of Entry into International Markets, Timing of Entry into International Markets, Social Ties and Entry into International Markets

Marketing Information Systems and Research: Marketing Information Systems, Elements of Marketing Information Systems, Marketing Research, Determination of Information Requirements, The Level of Analysis and Type of Decision, Unit of Analysis, Selecting Information Sources, Primary and Secondary Data, Problems in International Marketing Research

Segmentation, Targeting and Positioning: Global Market Segmentation, International Targeting, Global Product Positioning, Marketing in Less Developed Countries

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

Product Decisions: Product Definition and Classification, Product Characteristics, Product Design, International Product Mix, Services, International Marketing of Services, Managing International Research and Development, Product Diffusion and Adoption, Product Adaptation, Product Standardization, International Product Life Cycle, International Product Program

International Branding: Branding, Brand Origin and Selection, Private Brands, Global Brands, Single Brands vs Multiple Brands, Global Brand Leadership, Brand Piracy

International Marketing of Services: Characteristics of Services and their Implications for International Marketing, Challenges in Marketing Services Globally, International Professional Services, International Retailing,

International Financial Services, International Banking Services, International Insurance Services

Pricing in International Markets: International Pricing Systems, Global Pricing Strategies, Environmental Influence on Pricing Decisions, Other Constraints on International Pricing, Global Pricing Alternatives

Marketing Channel and Place Decisions: Channel Objectives and Constraints, Channels in Less Developed Countries, Innovations in International Channels, Channel Structure, Channel Strategy for New Market Entry

Promotional Decisions: Promotional Mix, Barriers to Promotion and Communication

Leading, Organizing and Controlling: Leadership, Organization, Patterns of International Organization Development, International Marketing Management Control

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

Ethics and Social Responsibility: Stakeholders' Expectations, Environmental Management and International Business, Dealing with Corruption and Bribery in International Business, Ethical Issues in International Marketing, Human Rights Violations in International Business, Internal Governance and International Business

Future Trends of International Marketing: Important Future Trends of International Marketing, Major Economic Indicators - Future Market Trends, Challenges faced by Global Marketers, Explosion of Global Markets, E-Business as a Business Driver, Tilting of economy towards 'Global Economy', Location of production vs. Low wage structure locations, Establishing a Global Branding Policy

Business Policy and Strategy

Introduction to Strategy: The Evolution of the Concept of Strategy; The Three Levels of Strategy; Developing a Strategic Perspective.

Strategic Management: Introduction to Strategic Management; The Process of Strategic Management; Components of Strategy Formulation; Strategic Decision-making.

Vision, Mission, and Social Responsibility: Vision and Mission; Formulating a Mission Statement; Social Responsibility

External Environment Analysis: The Remote Environment; The Operating Environment; Porter's Five Forces Model; Structural Analysis and Competitive Strategy.

Internal Environment Analysis: Strategy and Internal Analysis; Analyzing Departments and Functions; Analyzing Management; Culture; Value Chain Analysis.

Objectives, Grand Strategies, and Functional Strategies: Objectives; Grand Strategies; Functional Strategies.

Generic Competitive Strategies: Overall Cost Leadership; Differentiation; Focus; Choice of a Generic Strategy; Pitfalls of Generic Strategies; Strategic Lock-In; Competitive Strategies in Different Types of Industries.

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

The Value Chain and Competitive Scope: Primary and Support Activities; Configuring the Value Chain; Sustainable Competitive Advantage; Competitive Scope and the Value Chain; The Value Chain, Industry Structure, and Departmental Structure.

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

Strategy and Structure: Organization Structure; Responsibility Structure; Aligning Structure to Strategy.

Strategy Execution and Organizational Culture: The Significance of Organizational Culture; Institutionalization of Organizational Culture; Culture and Organization Structure; Culture and Style of Management; Culture and Power; Culture and Change.

Strategic and Operational Control: Control Systems – An Overview; Strategic Control; The Balanced Scorecard; Operational Control; Benchmarking; Re-engineering.

Organizational Roles in Strategic Management: The Role of the Strategy Team; General Managers and Strategic Management; The Board of Directors and Strategic Management.

Corporate Restructuring – An Overview: Forms of Corporate Restructuring; Numerator and

Denominator Management; Turnaround Management.

Joint Ventures and Strategic Alliances:

Introduction to Joint Ventures; The Rationale for Joint Ventures; Reasons for the Failure of Joint Ventures; Introduction to Strategic Alliances; Making Alliances Work; The Advantages and Disadvantages of a Strategic Alliance.

Mergers and Acquisitions: Types of Mergers; The Economic Rationale for Mergers and Acquisitions; Industry Life Cycle Stages and M&A Activity; Cross-border Mergers and Acquisitions; M&A – Success and Failure.

Divestitures and Anti-Takeover Defense:

Motives for Divestitures; Assembling the Divestiture Team; Preparing for the Divestiture; The Selling Process; Takeover; Anti-Takeover Defense Mechanisms.

Managing Strategic Change: Forces for Change; Types of Change; The Change Process; Resistance to Change; Implementing Strategic Change; Power; Politics; Effects of Power and Politics on Strategic Change.

Challenges for the 21st Century: Global Competitiveness in the New Millennium; Considerations for Strategists in the 21st Century; Emergence of the Knowledge Worker; E-Business: The Central Challenge; The CEO in the New Millennium.

Business Ethics and Governance

Business Ethics: An Overview: Ethics: An Overview; Nature of Ethics; Objectives of Ethics; Business Ethics; Nature of Business Ethics; Relationship between Business and Ethics; Stages of Ethical Consciousness in Business; Need for Business Ethics.

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

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

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

Business Ethics and Environment:

Environmental Ethics; Environmental Issues; Greening; Green Initiatives.

Ethical Issues in Strategic Management:

Strategic Management – An Overview; Ethical Issues in Strategic Management; Ethical Decision-Making Model; Principles Underlying an Ethical Approach to Strategic Management.

Ethical Issues in Marketing Management:

Ethical Issues in Marketing Management; Ethical Issues in Marketing Strategy; Ethical Issues in Marketing Mix; Marketing Research.

Ethical Issues in Operations Management:

Role of Operations Manager; Ethical Issues at Workplace; Quality Control – Ethical Dilemmas; An Analytical Framework for Ethical Problems in Operations Management.

Ethical Issues in Purchase Management:

Role of Purchase Manager; Ethical Issues in Purchasing; Code of Ethics – Purchasing.

Ethical Issues in Human Resource

Management: Nature of Employment Contract; Hiring – The Principal of Ethical Hiring; Equality of Opportunity; Ethics and Remuneration; Ethics in Retrenchment.

Ethical Issues in Finance:

Importance of Financial Statements; Ethical Issues in Mergers and Acquisitions; Insider Trading; Money Laundering.

Ethical Issues in Accounting and Other

Functions: The Importance of Financial Statements; Types of Financial Accounts; Importance of Transparency in Disclosure; Role of Accountants; The Rules Regulating the Professional Conduct of Accountants; Ethical Issues in Information Technology; Importance of Software Audits.

Ethical Dilemmas at Workplace:

Dilemmas at Work; Ethical Dilemmas; Resolving Dilemmas.

Ethical Issues in Global Business:

Multinational Company – An Overview; Ethical Issues in Multinational Companies (MNCs); Ethical Issues in Various Countries; Regulatory Actions in Acquisitions of Global Business; Social Obligations in Global Business.

The Role of Business in Society:

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

Corporate Responsibility – Stakeholders:

Stakeholders – An Overview; Internal Stakeholders; External Stakeholders.

Corporate Governance – An Overview:

Issues in Corporate Governance; Definition of Corporate Governance; Difference between Corporate Governance and Corporate Management; Theories of Corporate Governance; Models of Corporate Governance; Evolution of Corporate Governance.

Corporate Governance – Board Structures and

Styles: Types of Directors; Types of Board Structures; Issues in Designing a Board; Styles of Functioning of Boards.

Corporate Governance – Roles and

Responsibility of Directors: Role of Directors; Responsibilities of Directors; Duties of Directors; Role of Chairman; The Functions of Chairman; Role of CEO; The Functions of CEO; Functions of the Board; Committees of the Board.

Corporate Governance – Codes and Laws:

Self-Regulatory Codes; Reports of Committees on Corporate Governance; Corporate Governance – Company Law.