

MBA Program Structure

Semester/Year	Course Code	Subject	Internal	External	Total
1	DBM - 501	Accounting & Financial Management	30	70	100
1	DBM - 502	Business & Corporate Law	30	70	100
1	DBM - 503	Global Business Environment & Economics	30	70	100
1	DBM - 504	Human Resource & Organizational Behaviour	30	70	100
1	DBM - 505	Modern Business Organisation & Management	30	70	100
2	DBM - 506	Business Communication Skills	30	70	100
2	DBM - 507	Business Research Methodology	30	70	100
2	DBM - 508	Information Technology for Business	30	70	100
2	DBM - 509	Modern Marketing Management	30	70	100
2	DBM - 510	Production Operations & SCM	30	70	100

Elective Finance Management

Semester/Year	Course Code	Subjects	Internal	External	Total
3	FMM - 681	Business Policies & Strategic Management	30	70	100
3	FMM - 682	Entrepreneurship & Innovation Management	30	70	100
3	FMM - 683	Essentials of Business Finance	30	70	100
3	FMM - 684	Financial Planning & Analysis	30	70	100
3	FMM - 685	Team Building and Leadership	30	70	100
4	FMM - 686	Analysis of Financial Statements	30	70	100
4	FMM - 687	Business Ethics & Corporate Governance	30	70	100
4	FMM - 688	Cost Accounting & Control	30	70	100
4	FMM - 689	International Finance	30	70	100
4	FMM - 690	Project Work	30	70	100

Elective Healthcare Management

Semester/Year	Course Code	Subjects	Internal	External	Total
3	HPM - 811	Business Policies & Strategic Management	30	70	100
3	HPM - 812	Entrepreneurship & Innovation Management	30	70	100
3	HPM - 813	Hospital Planning and Management	30	70	100
3	HPM - 814	Hospital Services Quality Management	30	70	100
3	HPM - 815	Personal Care Management	30	70	100
4	HPM - 816	Business Ethics & Corporate Governance	30	70	100

4	HPM - 817	Industrial Health & Safety Management	30	70	100
4	HPM - 818	Occupational Stress Management	30	70	100
4	HPM - 819	Strategic Hospital Management	30	70	100
4	HPM - 820	Project Work	30	70	100

Elective Human Resource Management

Semester/Year	Course Code	Subjects	Internal	External	Total
3	HRM - 611	Business Policies & Strategic Management	30	70	100
3	HRM - 612	Entrepreneurship & Innovation Management	30	70	100
3	HRM - 613	Human Resource Development & Industrial Relations	30	70	100
3	HRM - 614	Human Resource Management	30	70	100
3	HRM - 615	Team Building and Leadership	30	70	100
4	HRM - 616	Business Ethics & Corporate Governance	30	70	100
4	HRM - 617	Leadership & Global Business Management	30	70	100
4	HRM - 618	Strategic HRM	30	70	100
4	HRM - 619	Training & Development	30	70	100
4	HRM - 620	Project Work	30	70	100

Elective Information Technology

Semester/Year	Course Code	Subjects	Internal	External	Total
3	ITM - 771	Business Policies & Strategic Management	30	70	100
3	ITM - 772	Database Management System	30	70	100
3	ITM - 773	Entrepreneurship & Innovation Management	30	70	100
3	ITM - 774	Management Information Systems and Business Intelligence	30	70	100
3	ITM - 775	System Analysis and Design	30	70	100
4	ITM - 776	Business Ethics & Corporate Governance	30	70	100
4	ITM - 777	E-Commerce	30	70	100
4	ITM - 778	Enterprise Resource Planning	30	70	100
4	ITM - 779	Networking Concepts	30	70	100
4	ITM - 780	Project Work	30	70	100

Elective Marketing Management

Semester/Year	Course Code	Subjects	Internal	External	Total
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3	MM - 621	Business Policies & Strategic Management	30	70	100
3	MM - 622	Consumer Behaviour	30	70	100
3	MM - 623	Entrepreneurship & Innovation Management	30	70	100
3	MM - 624	Fundamentals of Advertising	30	70	100
3	MM - 625	Team Building and Leadership	30	70	100
4	MM - 626	Business Ethics & Corporate Governance	30	70	100
4	MM - 627	Fundamentals of Global Business Management	30	70	100
4	MM - 628	International Marketing Strategy	30	70	100
4	MM - 629	Strategic Marketing Management	30	70	100
4	MM - 630	Project Work	30	70	100

Elective		Operation & Production Management			
Semester/Year	Course Code	Subjects	Internal	External	Total
3	OPM - 691	Business Policies & Strategic Management	30	70	100
3	OPM - 692	Entrepreneurship & Innovation Management	30	70	100
3	OPM - 693	Inventory & Purchase Management	30	70	100
3	OPM - 694	Operations Planning & Control	30	70	100
3	OPM - 695	World Class Manufacturing	30	70	100
4	OPM - 696	Business Ethics & Corporate Governance	30	70	100
4	OPM - 697	Global Logistics & Supply Chain Management	30	70	100
4	OPM - 698	Project Management	30	70	100
4	OPM - 699	Supply Chain Management	30	70	100
4	OPM - 700	Project Work	30	70	100

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Year 1: Syllabus

Accounting and Financial Management

Chapter 1: Introduction to Accounting

Introduction - Definition and meaning of Accounting - Importance and scope of Accounting - Methods of Accounting - Glossary of important Accounting Terms - Branches of Accounting - Accounting Concepts - Accounting Conventions - Capital and Revenue Receipts and Payments - Forms of Business Organisations - Groups Interested In Accounting Information - The Profession Of Accounting - Summary - Self Assessment Questions

Chapter 2: Process of Accounting

Introduction - Types of Accounts - Golden Rules of Accounting - Journalizing - Ledger Posting - Subsidiary books - Trial Balance - Exercises on Accounting - Summary - Key Words - Self Assessment Questions

Chapter 3: Closing Adjustment Entries

3.01 Introduction - 3.02 Depreciation Accounting - 3.03 Methods of Depreciation - 3.04 Exercises on Depreciation Accounting - 3.05 Adjustment entries - 3.06 Exercises on Adjustment entries - 3.07 Rectification of Errors - 3.08 Exercises on Rectification of errors - 3.09 Bank Reconciliation Statement - 3.10 Causes for difference in balances - 3.11 Exercises on Bank Reconciliation Statement - 3.12 Summary - 3.13 Key Words - 3.14 Self Assessment Questions

Chapter 4: Preparation of financial statements

4.01 Introduction - 4.02 Profitability Statement - 4.03 Balance Sheet - 4.04 Profit and Loss Appropriation Account - 4.05 Guidelines for Preparation of financial statements - 4.06 Preparation of financial statements - 4.07 Exercises on financial statements - 4.08 Summary - 4.09 Key Words - 4.10 Self Assessment Questions

Chapter 5: Cost Accounting

5.01 Introduction - 5.02 Types of cost - 5.03 Cost Centre - 5.04 Material Cost - 5.05 Labour Cost - 5.06 Overhead Expenses - 5.07 Preparation of Cost Sheet - 5.08 Summary - 5.09 Key Words - 5.10 Self Assessment Questions

Chapter 6: Cost, Volume and Profit Relationship

6.01 Introduction - 6.02 Formulas for various cost calculations - 6.03 Cost, Volume and Profit Relationship - 6.04 Economy of Scale - 6.05 Marginal Costing - 6.06 Break Even Analysis - 6.07 Formulas for Break Even Analysis - 6.08 Exercises on Break Even Analysis - 6.09 Summary - 6.10 Key Words - 6.11 Self Assessment Questions

Chapter 7: Introduction to Financial Management

7.01 Introduction - 7.02 Meaning and Importance of Financial Management - 7.03 Duties and Responsibilities of Finance Officer - 7.04 Theories of Capitalisation - 7.05 Sources of finance - 7.06 Share Capital - 7.07 Debt Capital - 7.08 Summary - 7.09 Key Words - 7.10 Self Assessment Questions

Chapter 8: Capital Structure, Cost of Capital & Leverages

8.01 Introduction - 8.02 Capital Structure - 8.03 Theories of Capital Structure - 8.04 Cost of Capital - 8.05 Cost of Equity - 8.06 Cost of Preference Shares - 8.07 Cost of Debt - 8.08 Weighted Average Cost of Capital - 8.09 Concept of Leverages - 8.10 Exercises on Leverages - 8.11 Summary - 8.12 Key Words - 8.13 Self Assessment Questions

Chapter 9: Working Capital Assessment

9.01 Introduction - 9.02 Meaning and Importance of Working Capital - 9.03 Factors affecting Working Capital Requirement - 9.04 Working Capital Cycle. - 9.05 Tandon Committee Recommendations - 9.06 Nayak Committee Recommendations - 9.07 Assessment of Working Capital Requirement - 9.08 Working Capital Ratios - 9.09 Exercises on Working Capital Requirement - 9.10 Summary - 9.11 Key Words - 9.12 Self Assessment Questions

Chapter 10: Working Capital Management

10.01 Introduction - 10.02 Meaning and Importance of Working Capital Management - 10.03 Cash Management - 10.04 Exercises on Cash Management - 10.05 Receivables Management - 10.06 Exercises on Receivables Management - 10.07 Material Management - 10.08 Exercises on Material Management - 10.09 Summary - 10.10 Key Words - 10.11 Self Assessment Questions

Chapter 11: Profit and Dividend Management

11.01 Introduction - 11.02 Meaning and Importance of Profit Management - 11.03 Profitability Ratios - 11.04 Dividend Policy - 11.05 Types of Dividend - 11.06 Dividend Theories - 11.07 Exercises - 11.08 Summary - 11.09 Key Words - 11.10 Self Assessment Questions

Business and Corporate Law

Chapter 1: Indian Contract Act, 1872

1.1 Introduction - 1.2 Essentials of Valid Contract - 1.3 Offer (or Proposal) and Acceptance - 1.4 Role of communication in a contract - 1.5 Consideration - 1.6 Competence to Contract - 1.7 Free Consent - 1.8 Unlawful consideration or object - 1.9 Types of Contracts - 1.10 Discharge of a contract - 1.11 Performance of a Contract - 1.12 Breach of Contracts - 1.13 Special types of Contracts - 1.14 Contract of Indemnity - 1.15 Contract of Guarantee - 1.16 Contract of Bailment - 1.17 Contract of Pledge - 1.18 Contract of Agency - 1.19 Summary - 1.20 Key Words - 1.21 Self Assessment Questions

Chapter 2: Sales of Goods Act 1930

2.1 Introduction - 2.2 Contract of Sale - 2.3 Contract of Sale Vs Agreement to Sell - 2.4 Goods - 2.5 Price - 2.6 Transfer of Ownership - 2.7 Rights of an Unpaid Seller - 2.8 Conditions and Warranties - 2.9 Doctrine of "Caveat Emptor" - 2.10 Sale by Auction - 2.11 Summary - 2.12 Key Words - 2.13 Self Assessment Questions

Chapter 3: Negotiable Instruments Acts, 1981

3.1 Introduction - 3.2 What is a Negotiable Instrument? - 3.3 Negotiation - 3.4 Promissory note - 3.5 Bill of exchange - 3.6 Cheque - 3.7 Classification of Instruments - 3.8 Parties to a Negotiable Instrument - 3.9 Crossing - 3.10 Endorsement - 3.11 Paying Banker - 3.12 Collecting Banker - 3.13 Bouncing of a Cheque - 3.14 Summary - 3.15 Key Words - 3.16 Self Assessment Questions

Chapter 4: The Companies' Act 2013

4.1 Introduction - 4.2 Important Definitions - 4.3 Meaning and features of a company - 4.4 Classification of companies - 4.5 Formation of a Company - 4.6 Memorandum of Association - 4.7 Articles of Association - 4.8 Prospectus - 4.9 Share capital - 4.10 Shareholder democracy - 4.11 Management and administration - 4.12 Meetings - 4.13 Board of Directors - 4.14 Independent directors - 4.15 Financial Reports - 4.16 Audit - 4.17 Dividend - 4.18 Compromises, arrangements and amalgamations - 4.19 Revival and rehabilitation of sick companies - 4.20 Corporate social responsibility - 4.21 Acceptance of deposits - 4.22 Winding Up of a company - 4.23 Summary - 4.24 Key Words - 4.25 Self Assessment Questions

Chapter 5: THE CONSUMER PROTECTION ACT-1986

5.1 Introduction - 5.2 Rights of a consumer - 5.3 Important Definitions - 5.4 Consumer Protection Councils - 5.5 Consumer Disputes Redressal Agencies - 5.6 Penalties - 5.7 Summary - 5.8 Key Words - 5.9 Self Assessment Questions

Chapter 6: Information Technology Act 2000

6.1 Introduction - 6.2 Important Definitions - 6.3 Electronic Commerce - 6.4 Digital Signatures - 6.5 The licensing process - 6.6 Civil Wrongs under ITAct - 6.7 Cyber Crimes - 6.8 Overview of other relevant provisions - 6.9 Summary - 6.10 Key Words - 6.11 Self Assessment Questions

Chapter 7: Laws related to Intellectual Property Rights

7.1 Introduction - 7.2 The Trade Marks Act, 1999 - 7.3 Infringement of trade marks - 7.4 Passing off of the Intellectual Property - 7.5 Copyright Act, 1957 - 7.6 Term of copyright - 7.7 Registration of Copyrights - 7.8 Infringement of Copyrights - 7.09 Summary - 7.10 Key Words - 7.11 Self Assessment Questions

Chapter 8: Indian Patents Act, 1970

8.1 Introduction - 8.2 Important Definitions - 8.3 What are not inventions - 8.4 Application for Patent - 8.5 Exclusive Marketing rights - 8.6 Grant and sealing of patent - 8.7 Patent office - 8.8 Working of patented inventions - 8.9 Infringement of a patent - 8.10 Penalties - 8.11 Patent agents - 8.12 International arrangements - 8.13 Important Amendments - 8.14 Summary - 8.15 Key Words - 8.16 Self Assessment Questions

Chapter 9: Partnership Laws

9.1 Introduction - 9.2 The Indian Partnership Act - 9.3 Rights, Authorities and Liabilities of Partners - 9.4 Minor as a Partner - 9.5 Reconstruction and dissolution of Partnership - 9.6 Limited Liability Partnership Act, 2008 - 9.7 Incorporation by registration - 9.8 Relationship of partners - 9.9 Financial Disclosures - 9.10 Investigation - 9.11 Winding up and dissolution - 9.12 Penalties - 9.13 Summary - 9.14 Key Words - 9.15 Self Assessment Questions

Global Business Environment and Economics

Chapter 1: Introduction To Managerial Economics

Introduction - Definition of Managerial Economics - Nature of Managerial Economics - Business Problem - Objectives of Business Economics - Scope of Business Economics - Process of Business Decision Making - Importance of Business Economics - Summary - Self Assessment Questions

Chapter 2: Demand Analysis

Definition of Demand - Types of Demand - Laws of Demand - Demand Schedule - Demand Curve - Exceptions to Laws of Demand - Elasticity of Demand - Types of Elasticity of Demand - Summary - Assessment Questions - - - - -

Chapter 3: Law of Supply

Introduction to Concept of Supply - Definition of supply - Factors affecting Supply - Law of Supply - Supply Curve - Market Structure and the Supply Curve - Assessment Questions -

Chapter 4: Cost and Revenue Concepts

Meaning and Definition of Cost - Types of Costs - Determinants of Cost - Meaning of Revenue - Concept of Revenue - Relation between AR and MR Curves - Importance of Revenue Costs - Summary - Self Assessment Questions –

Chapter 5: Production Function

Introduction – Theory of Production - Production Functions - Factors of Production - Law of Variable Proportions - Summary - Self Assessment Questions –

Chapter 6: Market Structure

Introduction - Definition of Market - Characteristics of market - Market structure - Forms of market structure - Summary - Self Assessment questions

Chapter 7: Business Cycle

Introduction and Definition of Business Cycle - Features of Business Cycles - Phases of Business Cycles - Causes of business cycle - Role of the Business Cycle in Economics - Economic advantages of a boom-bust cycle - Summary - Assessment questions

Chapter 8: Inflation

Introduction and Definition of Inflation - Types of Inflation - Causes of inflation - Effects of inflation - Advantages of inflation - Disadvantages of inflation - Summary - Self Assessment questions

Chapter 9: Deflation

Introduction and definition of deflation - Causes of deflation - Effects of deflation - Ways to fix deflation - Advantages of Deflation - Disadvantages of Deflation - 10 Things You Should and Should Not Do During Deflation - Summary - Self Assessment questions

Chapter 10: Economic Policies

Introduction - Creation Of Credit - Monetary Policy - Fiscal Policy - Summary - Self Assessment questions

Chapter 11: External Environment

Introduction to foreign trade - Need for Foreign Trade - Objectives of Foreign Trade - Nature of Foreign Trade - Advantages and Disadvantages of Foreign Trade - Globalization - Summary - Self Assessment Questions

Human Resource and Organizational Behaviour

Chapter 1: Human Resource Management: Functions & Role

1.1 Introduction - 1.2 Meaning of Human Resources - 1.3 Meaning & Definition of Human Resource Management - 1.4 Importance of Human Resource Management - 1.5 Objectives of Human Resource Management - 1.6 Functions of Human Resource Management - 1.7 Role of a Human Resource Manager - 1.8 Qualifications and qualities of Human Resource Manager - 1.9 Duties and Responsibilities of Human Resource Manager - 1.10 Evolution & Development of Human Resource Management - 1.11 Recent Developments in Human Resource Management - 1.12 Summary - 1.13 Questions for Self Assessment

Chapter 2: Human Resource Planning, Recruitment, Selection And Placement

Meaning and Objectives of Human Resources Planning - Importance of Human Resource Planning - Benefits of Human Resource Planning - Process of Human Resource Planning - Problems in Human Resources Planning - Recruitment - Selection - Selection Methods - Job Description - Job Specification - Tests used for selection of candidates - Placement - Summary - Questions for Self Assessment

Chapter 3: Training and Induction

3.1 Introduction - 3.2 Induction Programme - 3.3 Objectives of Induction - 3.4 Training - 3.5 Importance and benefits of Training - 3.6 Training Need Identification - 3.7 Methods of Training - 3.8 Advantages of Training - 3.9 Training Evaluation - 3.10 Recent Trends in Training - 3.11 Summary - 3.12 Questions for Self Assessment

Chapter 4: Performance Management

1.1 Introduction - 1.2 Meaning, Need and Objectives - 1.3 Performance Appraisal - 1.4 Methods of Performance Appraisal - 1.5 Uses of Performance Appraisal - 1.6 Limitations and Challenges of Performance Management - 1.7 Summary - 1.8 Questions for Self Assessment

Chapter 5: Compensation Management

1.1 Compensation - 1.2 Definitions and Concepts - 1.3 Objectives of Compensation Management - 1.4 Principles and Techniques of Wage Fixation - 1.5 Meaning/Definitions of Job Evaluation - 1.6 Job Evaluation Methods/ Techniques - 1.7 Problems of Job Evaluation - 1.8 Merit Rating - 1.9 Wage Incentives - 1.10 Bonus - 1.11 Summary - 1.12 Questions for Self Assessment

Chapter 6: Fundamentals Of Organizational Behaviour

1.1 Introduction - 1.2 Definitions of Organizational Behaviour - 1.3 Significance of Organizational Behaviour - 1.4 Evolution of OB - 1.5 Summary - 1.6 Questions for Self Assessment

Chapter 7: Individual Process And Behaviour

1.1 Attitudes - 1.2 Personality and Values - 1.3 Perception - 1.4 Motivation - 1.5 Summary - 1.6 Questions for Self Assessment

Chapter 8: Fundamentals Of Interpersonal Behaviour And Groups

- 1.1 Foundation of Group Behaviour - 1.2 Summary - 1.3 Self-Assessment Questions

Chapter 9: Team Building

9.1 Group vs. Teams - 9.2 Team Building - 9.3 Managing Teams - 9.4 Summary - 9.5 Questions for Self Assessment

Chapter 10: Leadership

1.1 Introduction - 1.2 Leader VS Manager - 1.3 Leadership styles - 1.4 Leadership skills - 1.5 Summary - 1.6 Questions for Self Assessment

Chapter 11: Organization System

11.1 Definitions - 11.2 Approaches to Organizational Culture - 11.3 How to get employees to follow the culture - 11.4 Summary - 11.5 Questions for Self Assessment

Chapter 12: Managing Change

1.1 Organizational Change - 1.2 Implementing Organizational Change - 1.3 Summary - 1.4 Self Assessment Questions

Modern Business Organization and Management

Chapter 1: Introduction to Business Organization

1.1 Concepts of business, industry and interrelationship - 1.2 Significance of Business - 1.3 Characteristic features of business - 1.4 Nature and Scope - 1.5 Setting up a business Enterprise - 1.6 Summary - 1.7 Self Assessment Question

Chapter 2: Organizations

2.1 Concept of Organization - 2.2 Nature and Characteristics - 2.3 Principles of Organization - 2.4 Types of Organization - 2.5 Organization Chart - 2.6 Summary - 2.7 Self assessment

Chapter 3: Forms of Business Organisation

3.1 Sole Trading Concern - 3.2 Partnership Firm - 3.3 Joint Hindu Business - 3.4 Joint Stock Company - 3.5 Summary - 3.6 Self Assessment Questions

Chapter 4: Introduction to Management

4.1 Concept and definition of Management - 4.2 Functional areas of Management - 4.3 Characteristics of Management - 4.4 Management Roles - 4.5 Definition of Leadership and qualities of a successful leader - 4.6 Leader versus Manager - 4.7 Summary - 4.8 Self Assessment Questions

Chapter 5: Management Thoughts

5.1 Introduction- Evolution of Management Thought - 5.2 Scientific management of F.W. Taylor - 5.3 Administrative Management by Henry Fayol - 5.4 Modern Management Approaches - 5.5 Future of Leadership and Management - 5.6 Summary - 5.7 Self Assessment Questions

Chapter 6: Planning and Decision Making

6.1 Concept of Planning - 6.2 Nature and characteristics of Planning - 6.3 Types of Planning - 6.4 Limitations of Planning - 6.5 Steps in Planning Process - 6.6 Decision making process - 6.7 Process of decision making - 6.8 Modern method of planning and decision making - 6.9 Summary - 6.10 Self Assessment

Chapter 7: Delegation and Decentralization

7.1 Definition of delegation of authority - 7.2 Process of Delegation - 7.3 Principles of Delegation - 7.4 Barriers to Effective Delegation - 7.5 Measures to Make Delegation effective - 7.6 Decentralization - Meaning and nature - 7.7 Advantages of Decentralization - 7.8 Delegation versus Decentralization - 7.9 Summary - 7.10 Self Assessment Questions

Chapter 8: Entrepreneur and Entrepreneurship

8.1 Introduction - 8.2 Meaning of Entrepreneur - 8.3 Qualities of Entrepreneur - 8.4 Types of Entrepreneur - 8.5 Functions of Entrepreneur - 8.6 Entrepreneurship Caselet - 8.7 Summary - 8.8 Self Assessment Questions

Business Communication Skills -

Chapter 1: Attitudes

1.1 Introduction - 1.2 Attitude and Behaviour - 1.3 Structure of Attitude - 1.4 The function of attitude - 1.5 Formation of attitude - 1.6 Strength of Attitude - 1.7 Importance of attitude - 1.8 Steps in Developing Positive Attitude - 1.9 Measuring Attitude - 1.10 Summary - 1.11 Self Assessment Questions - -

Chapter 2: Goal Setting

2.1 Introduction - 2.2 Concept of goals, objectives and aims - 2.3 Timeline for Goals - 2.4 Characteristics of goals - 2.5 Importance of goals - 2.6 Significance of goals - 2.7 Activity in goal setting - 2.8 Common obstacles of goals achievement - 2.9 Techniques to achieve goals - 2.10 Summary - 2.11 Questions - -

Chapter 3: Time Management

3.1 Introduction - 3.2 Importance of effective Time management techniques - 3.3 Significance of effective time management techniques - 3.4 What is Time management? - 3.5 Barriers to effective time management - 3.6 Time management tools and techniques - 3.7 Summary - 3.8 Self-assessment questions - -

Chapter 4: Stress Management

4.1 Introduction - 4.2 Why is Stress created? - 4.3 Definition of Stress - 4.4 Types of stress - 4.5 Stress Management Techniques - 4.6 Why to manage stress effectively? - 4.7 Sources of stress - 4.8 Stress coping ability - 4.9 Measures to manage stress - 4.10 Principles of stress management - 4.11 Summary - 4.12 Self assessment question - -

Chapter 5: Communication Skills

5.1 Introduction - 5.2 Definition of Communication - 5.3 Significance of Business Communication - 5.4 Proper Selection of Means of Communication - 5.5 Communication Gap - 5.6 Communication Skills - 5.7 Summary - 5.8 Self Assessment - -

Chapter 6: Process of Communication

6.1 Introduction - 6.2 Process of Communication - 6.3 Feedback is a key for effective communication - 6.4 Guidelines to effective communication - 6.5 Forms of Communication - 6.6 Summary - 6.7 Self Assessment - -

Chapter 7: Body Languages

7.1 Introduction - 7.2 Concept of Body Language - 7.3 Types of Body Language - 7.4 Uses of Body Language - 7.5 Effects of Positive Body Language at Workplace - 7.6 Body Language – Postures and Interpretation - 7.7 How your body language alters your state of mind? - 7.8 Summary - 7.9 Self Assessment Questions - -

Chapter 8: Emotional Intelligence

8.1 Introduction - 8.2 Concept and Definitions - 8.3 Elements of Emotional Intelligence - 8.4 Organizational Application - 8.5 Conflict Management - 8.6 Summary - 8.7 Self Assessment Questions

Chapter 9: Interpersonal Communication

9.1 Introduction: interpersonal communication - 9.2 Communication and Emotion - 9.3 Definition of Interpersonal Communication - 9.4 Significance of Interpersonal Relationships and communication - 9.5 Enhance your interpersonal communication and relationships - 9.7 Self Assessment Question - -

Chapter 10: Listening Skills

10.1 Introduction - 10.2 Concept of Listening - 10.3 Significance of listening. - 10.4 Types of listening - 10.5 Listening skills - 10.6 Benefits of listening - 10.7 Summary - 10.8 Self assessment questions

Business Research Methodology

Chapter 1: Business Research Methods

1.1 Introduction - 1.2 Importance of Research - 1.3 Process of Research - 1.4 Characteristics of Research - 1.5 Qualities of Good Researcher - 1.6 Characteristics of Researcher - 1.7 Types of Research - 1.8 Variables - 1.9 Hypothesis - 1.10 Parameters of Good Hypothesis - 1.11 Summary - 1.12 Self Assessment Questions

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Chapter 2: Defining Research Problem

2.1 Introduction - 2.2 Types of research problem - 2.3 Sources of problems for investigation - 2.4 Features of good research statement - 2.5 Asking analytical questions about the research problem - 2.6 Precaution in formulating research problem - 2.7 The question hierarchy: how ambiguous questions become actionable research - 2.8 Literature Review - 2.9 Research Proposal - 2.10 Format of Research Proposal - 2.11 Summary - 2.12 Self assessment questions - -

Chapter 3: Generalization in Research

3.1 Introduction - 3.2 Validity and Reliability in Quantitative Studies - 3.2.1 Validity - 3.2.2 Reliability - 3.3 Difference between Validity And Reliability - 3.4 Summary - 3.5 Self Assessment Questions - -

Chapter 4: Research Plan - 4.1 Introduction

4.2 Need for Research Design - 4.3 Major Types of Research Designs - 4.4 Features of Good Research Design - 4.5 Nine Essential Research Design Parameters - 4.5 Summary - 4.6 Self Assessment Questions - -

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Chapter 5: Data Collection

5.1 Sources of Data - 5.2 Primary Data - 5.3 Sources of Primary Data - 5.4 Advantages and Disadvantages of Primary Data - 5.5 Secondary Data - 5.6 The problems of Secondary Sources - 5.7 Sources of Secondary Data - 5.8 Advantages and Disadvantages of Secondary Data - 5.9 Summary - 5.10 Self Assessment Questions - -

Chapter 6: Sampling Techniques

6.1 Introduction - 6.2 Reason for Sampling Instead of Census - 6.3 Sampling Process - 6.4 Type of Sampling - 6.5 Sampling Size Determination - 6.6 Sampling Error - 6.7 Summary - 6.8 Self Assessment Questions - -

Chapter 7: Qualitative Research

7.1 Introduction - 7.2 Qualitative Research - 7.3 Techniques for Qualitative Research - 7.4 Quantitative Research - 7.5 Techniques for Quantitative Research - 7.6 Difference between Quantitative and Qualitative Research Approach - 7.7 Summary - 7.8 Self Assessment Questions - -

Chapter 8: Quantitative Research

8.1 Definition of Quantitative Methods - 8.2 Testing of Hypothesis - 8.3 Type I and Type II Error - 8.4 Techniques for Quantitative Data Analysis - 8.4.1 Mean - 8.4.2 Standard Deviation - 8.4.3 Testing for Significant Differences between Two Means Using the t-Test - (Independent Groups) - 8.4.4 Testing for Significant Differences between Two Means Using the t-test - (Dependent groups) - 8.4.5 Testing for Differences between Means Using One-Way Analysis of Variance - (ANOVA) - 8.4.6 Correlation Coefficient - 8.5 Summary - 8.6 Self-assessment Question - -

Chapter 9: Report Writing

9.1 Introduction - 9.2 Guideline for different parts of a thesis or a dissertation - 9.3 Summary - 9.4 Self Assessment Questions - -

Chapter 10: Use Of Computer Software In Data Analysis

10.1 Introduction - 10. 2 Frequency distributions - 10.3 Data Analysis - 10.3.1 Analyzing Frequencies: Chi-square - 10.3.2 Comparing two groups using T-tests - 10.3.3 Paired T-tests - 10.3.4 Non-parametric - Two independent groups: Mann-Whitney U - 10.3.5 Paired groups: Wilcoxon Signed Rank Test - 10.3.6 Nonparametric: Spearman's rho - 10.3.7 Comparing Multiple Groups – Parametric One-Way Analysis of Variance (ANOVA) - 10.4 Summary - 10.5 Self Assessment Question

Information Technology for Business

Chapter 1: Introduction to Accounting

1.1 Introduction - 1.2 Evolution of MIS - 1.3 Characteristics of MIS - 1.4 Subsystems of MIS - 1.5 Executive Information Systems (EIS) - 1.6 Information Resource Management (IRM) - 1.7 Role of Management Information System - 1.8 Enterprise Information System - 1.9 Systems - 1.10 Types of Systems - 1.11 System concepts applied to MIS - 1.12 Summary - 1.13 Self Assessment Questions - -

Chapter 2: Information Concepts

2.1 Introduction - 2.2 Business data processing - 2.3 Features of Information - 2.4 Types of Information - 2.5 Data reduction - 2.6 Quality of Information - 2.7 Value of Information - 2.8 Management Information - 2.9 Summary - 2.10 Self assessment Questions - -

Chapter 3: Structure of MIS and Role of Computers in MIS

3.1 Introduction - 3.2 Multiple approaches to structure of MIS - 3.3 Synthesis of MIS structure - 3.4 Extent of integration of information system - 3.5 Information Network - 3.6 Role of computers in MIS subsystems - 3.7 Production Information System - 3.8 Marketing Information System - 3.9 Finance Information System - 3.10 Personnel Information System - 3.11 Summary - 3.12 Self Assessment Questions - -

Chapter 4: Transaction Processing System and Decision Support System

4.1 Introduction - 4.2 Types of DSS - 4.3 Characteristics of DSS - 4.4 Components of DSS - 4.5 DSS tools for different levels of Management - 4.6 DSS capabilities - 4.7 Group Decision Support System - 4.8 Transaction Processing Cycle - 4.9 Features of TPS - 4.10 Transaction Documents - 4.11 Transaction Processing Modes - 4.12 Functional TPS - 4.13 Summary - 4.14 Self Assessment Questions - -

Chapter 5: Expert Systems

5.1 Introduction - 5.2 Components and Structure of Expert System - 5.3 Characteristics and objectives of Expert system - 5.4 Advantages of Expert System - 5.5 Disadvantages of Expert System - 5.6 Applications of Expert System - 5.7 Summary - 5.8 Self Assessment Questions - -

Chapter 6: Enterprise Resource Planning

6.1 Introduction - 6.2 Evolution of ERP - 6.3 Activities of MRPII - 6.4 Popular ERP packages - 6.5 Functions of SAPR/3 - 6.6 Baan ERP module - 6.7 Information integration through ERP - 6.8 Implementation of ERP - 6.9 Configuration and customisation of ERP - 6.10 Advantages of ERP - 6.11 Disadvantages of ERP - 6.12 Summary - 6.13 Self Assessment questions - -

Chapter 7: Customer Relationship Management and Supply Chain Management

7.1 Introduction - 7.2 Role of CRM - 7.3 Advantages of CRM - 7.4 CRM Software - 7.5 CRM Packages - 7.6 Types of CRM - 7.7 Supply Chain - 7.8 Supply Chain Drivers - 7.9 Supply Chain Processes - 7.10 Supply Chain Decisions - 7.11 Supply Chain Management - 7.12 SCM solutions - 7.13 Summary - 7.14 Self Assessment questions - -

Chapter 8: Electronic Commerce

8.1 Introduction - 8.2 E-Commerce and E-Business - 8.3 Electronic Data Interchange (EDI) - 8.4 Business opportunities opened up by the internet - 8.5 Threats from Internet-based electronic commerce - 8.6 E-Commerce Activities - 8.7 Mobile Commerce - 8.8 Summary - 8.9 Self Assessment Questions - -

Chapter 9: Social and Legal Aspects of Computerisation

9.1 Introduction - 9.2 Moral dimension to use of Information Technology - 9.3 Social Issues - 9.4 Cyber Crimes - 9.5 Impact of computers on individuals, organisations and society - 9.6 Major Security Threats - 9.7 Security Measures - 9.8 Worms and Viruses - 9.9 Summary - 9.10 Self Assessment questions

Modern Marketing Management

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Chapter 1: Introduction to Marketing

1.1 Introduction - 1.2 Nature, Scope and Importance - 1.3 Definition of Marketing - 1.4 Evolution of Marketing - 1.5 Core Marketing Concepts - 1.6 Marketing as a Function - 1.7 Marketing Management - 1.8 Marketing Orientations or Concepts - 1.9 Customer Relationship Management - 1.10 The marketing process - 1.11 Developing the marketing mix - 1.12 The role of marketing mix - 1.13 Value creation and value delivery - 1.14 Marketing Interface with other Functional Areas - 1.15 Ethics in Marketing - 1.16 Summary - 1.17 Self Assessment Questions - -

Chapter 2: Understanding the Marketing Environment

2.1 Scanning the Environment - 2.2 Meaning and Concepts - 2.3 Micro Environment - 2.4 Macro Environment - 2.5 Environmental Analysis - 2.6 Responding to the Environment - 2.7 Summary - 2.8 Self Assessment Questions - -

Chapter 3: Market Segmentation, Targeting and Positioning

3.1 What is Market Segmentation? - 3.2 Need for segmentation - 3.3 Benefits of Market Segmentation - 3.4 The target market selection process - 3.5 Criteria for successful segmentation - 3.6 Bases for segmentation - 3.7 Segmenting Business Markets - 3.8 Target Marketing - 3.9 Profiling each selected segment - 3.10 Evaluating potential profitability of each segment - 3.11 Positioning strategy - 3.12 The VALS segmentation system - 3.13 Case Study - 3.14 Summary - 3.15 Self Assessment Questions - -

Chapter 4: Buying Behaviour

4.1 Preview case - 4.2 What is consumer Behaviour? - 4.3 Buyer behaviour model - 4.4 Buying characteristics influencing consumer behaviour - 4.5 Buying Motives - 4.6 Buying decision making process - 4.7 Types of Buyer behaviour - 4.8 Stages in the buying Decision Process - 4.9 Business Markets and buying behaviour - 4.10 Characteristics of Business Markets - 4.11 Buying decision of Organizational buyers - 4.12 Factors Influencing Organizational Buyers - 4.13 Organizational buying process - 4.14 Glimpses of Advanced concepts/Practices - 4.15 Summary - 4.16 Self Assessment - -

Chapter 5: Marketing Research

5.1 Introduction to Marketing Research - 5.2 Objectives and importance of marketing research - 5.3 Scope of marketing research - 5.4 Characteristics of a good research - 5.5 Classifications of marketing research - 5.6 Marketing research tasks - 5.7 The role of Marketing planning - 5.8 The marketing research process - 5.9 Emerging Issues or Problems - 5.10 Applications of marketing research - 5.11 Limitations of marketing research - 5.12 Ethical issues in marketing research - 5.13 Mystery shopping - 5.14 Summary - 5.15 Self Assessment questions - -

Chapter 6: Demand measurement and sales forecasting

6.1 Meaning and Importance - 6.2 Measures of Market Demand - 6.3 Major Concepts in Demand Measurement - 6.4 Steps in Forecasting - 6.5 Methods of Sales Forecasting - 6.6 Limitations of Sales Forecasting - 6.7 Summary - 6.8 Self Assessment Questions - -

Chapter 7: Product Decisions

7.1 Concepts of Products - 7.2 Classification of products - 7.3 Consumer Products - 7.4 Industrial products - 7.5 Product decisions - 7.6 Brand Concepts - 7.7 Co branding strategy - 7.8 Product

differentiation - 7.9 Examples of Brand positioning - 7.10 Case study - 7.11 Summary - 7.12 Self Assessment Questions - -

Chapter 8: The Concept of Product Life Cycle (PLC)

8.1 The Product Life Cycle - 8.2 Stages in PLC and Marketing Strategies - 8.3 Summary - 8.4 Self Assessment Question - -

Chapter 9: Pricing Decision and Strategies

9.1 Importance of Pricing - 9.2 Factors Influencing Pricing Decisions - 9.3 The 5 C's Framework of Pricing Decision - 9.4 Pricing Strategies - 9.5 Steps in Pricing Procedure - 9.6 Special Pricing Strategies - 9.7 Summary - 9.8 Self-Assessment Questions -

Production, Operations and Supply Chain Management

Chapter 1: Introduction to Production and Operations Management

1.01 Introduction - 1.02 Meaning and Importance of Production and Operations Management - 1.03 Nature of production/operation - 1.04 Functions of production/operations Manager - 1.05 Operations in Services sector - 1.06 Historical Development of Operations Management - 1.07 Productivity - 1.08 Designing an Operating/production system - 1.09 Operations Strategy - 1.10 Production Budget - 1.11 Current Issues in Operations Management - 1.12 Summary - 1.13 Key Words - 1.14 Self Assessment Questions - -

Chapter 2: Product PLANNING and DEVELOPMENT

2.01 Introduction to a product - 2.02 Importance of Product Planning and Development - 2.03 Difference between Goods and Services - 2.04 Objectives of product planning and development - 2.05 Successful product development - 2.06 Challenges of product development - 2.07 New product development strategy - 2.08 New product development process - 2.09 Product life Cycle - 2.10 Factors to be considered in new product planning - 2.11 Summary - 2.12 Key Words - 2.13 Self Assessment Questions - -

Chapter 3: FACILITY PLANNING

3.01 Introduction - 3.02 Importance of Facility Planning - 3.03 Factors affecting location Decisions - 3.04 Merits and Demerits of different locations - 3.05 Location Rating Models - 3.06 Facility Layout - 3.07 Objectives of Good Plant Layout - 3.08 Principles of Plant Layout - 3.09 Types of Layout - 3.10 Summary - 3.11 Key Words - 3.12 Self Assessment Questions - -

Chapter 4: PRODUCT PLANNING AND CONTROL(PPC)

4.01 Introduction - 4.02 Importance of Product Planning and Control (PPC) - 4.03 Functions of PPC Department - 4.04 Phases in Production Planning and Control - 4.05 Production Planning - 4.06 Factors determining Production Planning - 4.07 Production Planning System - 4.08 Production Control - 4.09 Production Control System - 4.10 Benefits of PPC - 4.11 Limitations of PPC - 4.12 Summary - 4.13 Key Words - 4.14 Self Assessment Questions - -

Chapter 5: VENDOR RELATIONS AND PURCHASE MANAGEMENT

5.01 Introduction - 5.02 Importance of Vendor Relations and Purchase Management - 5.03 Functions of Purchase Department - 5.04 Determining Purchasing Needs - 5.05 Preparation of Purchase Budget - 5.06 Vendor Relation Management - 5.07 Vendor Rating and Comparison - 5.08 Negotiations with a Suppliers - 5.09 Issue of Purchase Orders - 5.10 Receiving goods and Inspection - 5.11 Payment to supplier as per terms - 5.12 Follow up and evaluation - 5.13 Make or Buy Decisions - 5.14 Procurement Presentation - 5.15 Do's and don'ts in Procurement Strategy Decisions - 5.16 Collaborative Procurement - 5.17 Supply Risk - 5.18 Procurement Reports - 5.19 Procurement & Finance Collaboration - 5.20 Strategic Sourcing - 5.21 Procurement Ethics - 5.22 Summary - 5.23 Key Words - 5.24 Self Assessment Questions - -

Chapter 6: Management Of Inventory

6.01 Introduction - 6.02 Importance of Inventory Management - 6.03 Classification of Inventory - 6.04 Inventory Costs - 6.05 Inventory Levels - 6.06 Methods of Inventory Valuation and Issues - 6.07 Economic Order Quantity (EOQ) - 6.08 EOQ and Discount offers - 6.09 Inventory Turnover analysis - 6.10 Selective Inventory Contro - 6.11 ABC analysis - 6.12 Summary - 6.13 Key Words - 6.14 Self Assessment

Questions

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Chapter 7: Introduction To Logistics Management

7.01 Introduction - 7.02 Importance of Logistics Management - 7.03 Objectives of Logistics Management - 7.04 Activities Included in Logistics - 7.05 Logistics Value proposition - 7.06 Integrated Logistics - 7.07 Logistics Costing - 7.08 Logistics Performance Measurement - 7.09 Designing Distribution Networks - 7.10 E Business Models - 7.11 Summary - 7.12 Key Words - 7.13 Self Assessment Questions - -

Chapter 8: Warehouse And Stores Management

8.01 Introduction - 8.02 Warehouse Management - 8.03 Storehouse Operations - 8.04 Material Handling - 8.05 Packaging - 8.06 Scrap/Waste Disposal - 8.07 Transportation Management - 8.08 Transportation documentation - 8.09 Summary - 8.10 Key Words - 8.11 Self Assessment Questions

Chapter 9: Introduction To Supply Chain Management

9.01 Introduction - 9.02 Importance of Supply Chain Management - 9.03 Evolution of Supply Chain Management - 9.04 SCM practices - 9.05 Designing Supply Chain - 9.06 Supply Chain and Competitive Performance - 9.07 Summary - 9.08 Key Words - 9.09 Self Assessment Questions - -

Chapter 10: Managing Global Logistics And Global Supply Chains

10.01 Introduction - 10.02 Globalisation of Business - 10.03 Global Logistics - 10.04 Global Logistics Strategies - 10.05 Global Logistics Management Process - 10.06 Global Supply Chain Management - 10.07 Process of Global SCM - 10.08 Global Sourcing - 10.09 Global Distribution - 10.10 Free Trade Zones - 10.11 Summary - 10.12 Key Words - 10.13 Self Assessment Questions - -

Chapter 11: Information Technology In Production And Supply Chain Management

- 11.01 Introduction - 11.02 Role of IT in Logistics Management - 11.03 Computer Aided Design (CAD) - 11.04 Computer Aided Manufacturing (CAM) - 11.05 Flexible Manufacturing System (FMS) - 11.06 Computer Integrated Manufacturing (CIM) - 11.07 Just In Time (JIT) - 11.08 Layout Design Procedure - 11.09 Procurement Software - 11.10 Logistics Information Systems - 11.11 Enterprise Resource Planning (ERP) - 11.12 Material Resource Planning (MRP) - 11.13 Summary - 11.14 Key Words - 11.15 Self Assessment Questions

Year 2: Elective – Finance Management

Business Policy and Strategic Management

Chapter 1: Fundamentals of Strategic Management

Structure: Introduction - Definition, Meaning and Scope of Strategy - Definition, Meaning and Scope of Business Policy - Evolution of Strategic Management - Mintzberg's 5 Ps of strategy - Summary - Key Words - Self Assessment Questions

Chapter 2: Strategy Formulation and Strategic Intent

Structure: Introduction - Steps in Strategy Formulation - Vision statement - Mission Statement - Objectives, Goals and Targets - Classification of Objectives - Top Down and Bottom Up Approaches - Summary - Key Words - Self Assessment Questions

Chapter 3: Environment Analysis

Structure: Introduction - Firm Environment Fit - Environment Analysis - Micro Environment Analysis - Macro Environment Analysis - Political Environment - Economical Environment - Social Environment - Technological Environment - Ecological Environment - Legal Environment - Summary - Key Words - Self Assessment Questions

Chapter 4: Types of Strategies

Structure: Introduction - Generic Strategies. Low Cost, Differentiation and Focus - Corporate level strategy - Business Unit Level Strategy - Growth Strategies - Stability Strategies - Outsourcing Strategies - Avoidable Strategies - Research & Development Strategy - Summary - Key Words - Self Assessment Questions

Chapter 5: Functional Strategies

Structure: Introduction - Strategic Finance Management - Strategic Human Resource Management - Strategic Marketing Management - Strategic Operations Management - Summary - Key Words - Self Assessment Questions

Chapter 6: Strategic Information Technology Management Strategy Implementation

Structure: Introduction - Strategy Formulation and Implementation - Steps in Strategy Implementation - Approaches in Strategy Implementation - Resource Allocation - Mckinesey's 7 S frame work - Summary - Key Words - Self Assessment Questions

Chapter 7: Strategy Evaluation and Control

Structure: Introduction - Operational control - Strategic control - Effective evaluation system - Summary - Key Words - Self Assessment Questions -

Entrepreneurship & Innovation Management

Chapter 1: Introduction

Structure: Explain, define and understand entrepreneurship - Explain, define and understand entrepreneur - Describe the nature of entrepreneurship - Explain the need of entrepreneurship - Discuss the relationship between Entrepreneurship and Management - Describe the role and functions of entrepreneurship - Discuss the various types of entrepreneurs - Summary - Self-Assessment Questions

Chapter 2: Women Entrepreneurship

Structure: Understand women entrepreneurship and its importance - To understand the contribution of women entrepreneurs in economic empowerment - Understand the concept of women entrepreneurs - To learn the various categories of women entrepreneurs in India - Explain the emergence of women entrepreneurs and its development in different decades - Describe the functions of women entrepreneur - Discuss the growth of women entrepreneurs at the national and global level - Challenges faced by women entrepreneurs - Role of government to develop Women Entrepreneurs in India - Summary - Self-Assessment Questions

Chapter 3: Creating and Starting the Venture

Structure: Understand the checkpoints before starting a venture - To describe the stages in starting a new venture - Defining the business opportunity - Makeup of a business opportunity - How to identify business opportunities? - Great sources of idea generation for new product development - Idea assessment and business development process - Process of setting up a business enterprise - Understand the criteria to select the best idea - Summary - Self-Assessment Questions

Chapter 4: Setting up New Venture

Structure: Study the role of SSI in Indian economy - Describe the major industries in small scale sector - Understand the importance of small- scale industries micro small and medium enterprises - Discuss MSMEs contribution to the economy - Understand the registration procedure of MSMEs - Describe forms of business organization - Explain value-added tax - Summary - Self-Assessment Questions

Chapter 5: Entrepreneurial Support

Structure: To study and learn about Government of India's Support for Innovation and Entrepreneurship in India - Government Support for entrepreneurship via Programmes & Schemes - Skills Development & Training for Entrepreneurship Education - Describe the role and support of SIDO, NAYE, SBI, DIC, SIDBI, SFCs, NSIC - The role of National Bank for Agriculture and Rural Development in rural entrepreneurship - Schemes and Programs of Khadi and Village Industries Commission - Goa Handicraft Rural and Small-Scale Industries Development Corporation (GHRSSIDC) - Goa- Industrial Development Corporation its functions and powers - Summary - Self-Assessment Questions

Chapter 6: Taxation Benefits

Structure: To describe the Government taxation support for the SSI - To understand the Taxation and its Benefits to Small Scale Entrepreneurs - To describe the concessions/exemptions available for SSI - To understand the conditions which are not eligible for SSI concessions? - Provisions related to Brand Name under SSI exemption scheme - Income Tax Benefits under Income Tax Act 1961 for SSI - The rules for claiming the deduction of investment allowance by an entrepreneur - An overview of MSME BUDGET and benefits to entrepreneurship and MSMEs in particular - Preparedness for GST (Goods and Services Tax) in the Ministry of MSME - Summary - Self-Assessment Questions

Chapter 7: Innovation in Entrepreneurship

Structure: To describe the role of innovation in entrepreneurship - To understand between the difference of purposeful innovation and systematic innovation - Explain how entrepreneurs innovate - Understand the concept of social innovation and economic innovation - The seven sources for innovative opportunity - Knowledge-based innovation - The characteristics of knowledge-based innovation - What knowledge-based innovation requires - Principles of innovation - The conservative innovator - Summary - Self-Assessment Questions

Chapter 8: Business Incubation

Structure: Learn about business incubation: Definition and objectives of business incubation - Understand the services provided by incubator - Describe who can be incubatees and what incubatee needs - Understand how incubators can improve the start-up ecosystem in India - Know whom incubators incubate - Discuss the indicators to best assess the businesses to be incubated - Know the possible investors who would encourage support of new technology - Describe history of business incubation - Illustrate the benefits of business incubation - Provide an overview of global and Indian business incubation - Describe the process designing of business incubation programs - Explain the stages of business incubation development: - Describe formation of a business incubator - Discuss the barriers of incubation in India - Summary - Self-Assessment Questions

Essentials of Business Finance

Chapter 1: Nature, Scope and Significance of Business Finance

Structure: Introduction - Concept of Business Finance - Evolution of Business Finance - Objectives of Business Finance - Scope of Business Finance - Goals of Business Finance - Finance functions - Contents of Modern finance function - Fundamental Principles of Business Finance - Organization of Finance Function - Relation of Finance with other Functional Areas of Business - Significance of Finance in Business World - Expanding Role of Finance Manager - Summary - Self-Assessment Questions

Chapter 2: Financial Techniques

Structure: Concept of Financial Techniques - Importance of Financial Techniques - Different types of Financial Techniques - Summary - Self-Assessment Questions

Chapter 3: Ratio Analysis

Structure: Nature of Ratios - Significance of Ratios as Tools of Financial analysis - Limitations of ratios - Classification of Ratios - Summary - Self-Assessment Questions

Chapter 4: Fund Flow Statements - Structure - Nature of fund flow statement - Significance of Funds flow statements - Limitation of Funds flow statements - Preparation of Fund Flow Statement. - Incorporation of Additional information. - Summary - Self-Assessment Questions

Financial Planning & Analysis

Chapter 1: Preparation and Presentation of Banking Company Final Accounts

Structure: Introduction - Meaning of Banking Company - Principal Provisions Banking Regulation Act - Preparation and Presentation of Final Accounts - Format of Final Accounts - Important Items of The Final Accounts - Non-Performing Assets - Summary - Self-Assessment Questions

Chapter 2: Preparation and Presentation of Corporate Final Accounts for Insurance Company

Structure: Introduction - Final Accounts of Life Insurance Companies - Formats for Preparation of Financial Statements of Life Insurance Companies - Points in Insurance Company Accounts - Important Provisions - Final Accounts of General Insurance Companies - Reserve for Unexpired Risk - Summary - Self-Assessment Questions

Chapter 3: Preparation and Presentation of Company Final Accounts

Structure: Meaning of Financial Statements - Objectives of Financial Statements - Preparation and Presentation of Final Accounts - Forms of Final Account - Profit and Loss Account - Summary - Self-Assessment Questions

Chapter 4: Study of Accounting Policy

Structure: Introduction - Advantages & Disadvantageous - Accounting Policies - Scope - Disclosure of Accounting Policies - Selection of An Accounting Policy - Change in Accounting Policy - Fundamental Accounting Assumptions - Significant Accounting Policy - Disclosure of Accounting Policies Requirements - Standardization of Accounting Policies - Summary - Self-Assessment Questions

Chapter 5: Analysis and Interpretation of Annual Report

Structure: Introduction - Disclosure by Way of Notes - Disclosures by Banking Company - Analysis and Interpretation of Annual Report of Companies - Summary - Self-Assessment Questions

Team Building and Leadership

Chapter 1: Concept of Group

Structure: Concept of Group - Characteristics of Group - Types of Groups - Group Structure - Group dynamics - Techniques for Managing Group Dynamics - Group Development - Group functions - Summary - Self-Assessment Questions

Chapter 2: Team Building

Structure: Why team - Teamwork - Types Of Teams - Stages Of Team Development - Team Building process - Characteristics of an effective team - Team Cohesion - Factors needed to develop Team Cohesion - Summary - Self-Assessment Questions

Chapter 3: Understanding Leadership

Structure: Introduction to Leadership - Leadership defined - Characteristics of Leadership - Importance of Leadership - Role of a Leader - Qualities of a Leader - Leadership and Management – Relationship - Leader versus Manager - Authority vs Leadership - Leadership and Motivation - Organizational Leadership - Summary - Self-Assessment Questions

Chapter 4: Theories of Effective Leadership

Structure: Introduction - Blake and Mouton's Managerial Grid - House's Path Goal Theory - Great Man Theory - Trait Theory - Leadership-Member Exchange (LMX) Theory - Transformational Leadership - Transactional Leadership - Continuum of Leadership Behavior - Likert's Management System - Hersey Blanchard Model - Fiedler's Contingency Model - Summary - Self-Assessment Questions

Chapter 5: Leadership Styles

Structure: Leadership Styles - Autocratic Leadership - Democratic Leadership - Laissez-Faire Leadership - Transformational leaders - Transactional leaders - Organic leadership - Contemporary leaders - Ethical leaders - Situational Leadership Style - Successful Leadership and Teamwork - Best Practices in Balancing Leadership and Teamwork - Developing Your Own Leadership Style - Summary - Self-Assessment Questions

Chapter 6: Leadership Skills and Traits

Structure: Leadership skills - A to Z of leadership Skills - How to become a successful Leader. - Leadership Traits of an ethical leader - Summary - Self-Assessment Questions

Chapter 7: Leadership in the Contemporary World

Structure: Leadership in the Contemporary World - Challenges to Leadership in the Contemporary World - Tips to Overcome Challenges in Leadership - Role of Communication in Overcoming Leadership Challenges - Role of Management in Overcoming Leadership Challenges - Leadership in Times of Crisis in Contemporary world - Managing in Chaos: A Necessary Skill for Managers and Leaders - Women and Leadership in Contemporary World - Summary - Self-Assessment Questions

Chapter 8: Leadership Assessment

Structure: Self-Assessment for Leadership - Advantages of Self-Assessment of Leadership Competencies - Techniques of Self-Assessment for Leadership Skills - Assessing the Strengths and Vulnerabilities for Improving Leadership Effectiveness - Summary - Self-Assessment Questions

Analysis of Financial Statements

Chapter 1: Preparation of Financial Statements: Profit and Loss Account

Structure: Meaning and Definition of Profit and Loss Account - Preparing Profit and Loss Account - Closing Entries Relating to Profit & Loss Account - Proforma of a General Profit & Loss Account - Contents of Profit and Loss Account - Adjustment Entries - Summary of Adjustment Entries - Profit and Loss Account in Case of Limited Companies - Summary – Self-Assessment Questions

Chapter 2: Balance Sheet

Structure: Meaning and Definition of Balance Sheet - Importance of Balance Sheet - Arrangement of Assets and Liabilities items on the Balance Sheet - Proforma of Balance Sheet - Meaning of Balance Sheet Items - Balance Sheet of Limited Companies - Profit and Loss Appropriation Account - Adjusting Items - Limitations of Balance Sheet - Summary - Self - Assessment Questions

Chapter 3: Statement of Changes in Financial Positions (Funds Flow Statement)

Structure: Meaning and Definition of Fund Flow Statement - Needs of Fund Flow Statement - Significance of Fund Flow Statement - Preparation and Interpretation of Funds Flow Statement - Funds from Operations - Adjustment of Typical Items - Treatment of Adjustments Given - Summary - Self - Assessment Questions

Chapter 4: Cash Flow Statement

Structure: Concept, Definition in AS 3 - Classification of Cash Inflows and Outflows - Cash Flow Statement and Cash Receipts and Disbursements - Cash Flow and Income Statement - Cash Profit / Cash Net Income - Procedure of Preparing Cash - Flow Statement - Provision of AS: 3 On Treatment of Some Special Items: - Adjustment of Typical Items. - Presentation of Cash Flow Statement - Calculation of Cash Flow from Operating Activities - Significance or Uses of Cash Flow Statement - Statement of Changes in Total Financial Resources - Summary - Self - Assessment Questions

Chapter 5: Financial Statement Analysis

Structure: Meaning of Financial Statement Analysis - Objectives or Purpose of Financial Statement Analysis - Types or Methods of Financial Statement Analysis - Techniques / Tools for Financial Statement Analysis - Common Size Statements - Uses of Financial Statement Analysis - Significance or Importance of Financial Analysis - Limitations of Financial Statement Analysis - Summary - Self - Assessment Questions

Business Ethics & Corporate Governance

Chapter 1: Introduction to Ethics

Structure: Definition - Derivation - Meaning - Theories and Principles of Ethics - Importance of Ethics - Ethics and Morality - Ethics and Law - Ethical Dilemma Scenarios - Summary - Self-Assessment Questions

Chapter 2: Business Ethics

Structure: Meaning and definition of business ethics - Features of business ethics - Approaches of business ethics - Scope of business ethics - Importance of business ethics
Role of business ethics in building profitable and sustainable organizations - Case study on business ethics - Summary - Self-assessment questions.

Chapter 3: Business Practices

Structure: Concept and meaning of business practice - Factors affecting business practices in an organization - Ethical and unethical business practices - Merits of ethical business practices - Demerits of unethical business practices - Unethical business practices from an Indian scenario - Risks and costs associated with unethical business practices - Summary - Self-assessment questions

Chapter 4: Disclosure Requirements

Structure: Meaning of disclosure requirements - Objectives of disclosure - Disclosure as per the Companies act, 2013 - Disclosure as per the Listing agreement (Clause 49) - Amendments to clause 49 - Summary - Self-assessment questions.

Chapter 5: Whistleblower Policy and Insider Trading

Structure: Meaning of Whistleblowing and Whistle blower - Definition of Whistleblowing
History and Types of Whistleblowing - Whistleblower Policy-Statutory Requirements in India
Components of a Whistleblower Policy - Consequences of Whistleblowing
Protection of Whistleblowers - Whistleblower Protection Act 2011 - Insider Trading
Summary - Self-Assessment questions

Chapter 6: Values

Structure: Overview - Definition of Values - Meaning of Values - Features of Value
Functions of Values/Significance of Values - Types of Values - Difference between Values, Morals and Ethics - Causes for Deterioration of Values - Summary
Self-Assessment Questions

Chapter 7: Teaching from Scriptures

Structure: Business Ethics - Indian Values and Scriptures - Evolution of Management thought Process - Teachings from the Ramayana - Teachings from the Holy Quran - Teachings from the Holy Bible - Teachings from the Bhagavad Gita - Other Scriptures - Summary - Self-Assessment Questions

Chapter 8 – Corporate governance

Structure: Definitions of Corporate Governance - Features of Corporate Governance
Objectives of Corporate Governance - Advantages of Corporate Governance - Main hurdles that the Corporate Governance Focuses on - Components of Corporate Governance - Principles of Good Corporate Governance - Role of Securities and Exchange Board of India (SEBI) in Corporate Governance - Summary - Self-Assessment Questions

Chapter 9: Evolution of Corporate Governance

Structure: Expansion of Corporate Governance in Abroad - Advancement and Progress of Corporate Governance in India - Summary - Self-Assessment Questions

Chapter 10: Recommendations of various Committees on

Structure: Cadbury Committee Report - Report by Kumar Mangalam Birla Committee

CII Report - OECD Report - Narayana Murthy Committee Report

Malhotra Committee Report on Insurance Sector Reforms - Narasimham Committee on Banking Sector Reforms - Summary - Self-Assessment Questions

Chapter 11: Various Committees for Effective Corporate Governance

Structure: Audit Committee - Remuneration Committee - Executive Committee

Nomination Committee - Advisory Committee - Shareholder/Investor Grievance Committee - Board of Director Committee – Summary - Self-Assessment Questions

Chapter 12: Corporate Governance in Banks

Structure: Source of Indian Banking System - Corporate Governance in Banks - Objectives of Corporate Governance in Banks - Need of Corporate Governance in Banks - Various Committees on Corporate Governance in Banks - Key Principles Recommended by Basel Committee to Enhance Corporate Governance in Sector - Suggestions to Build up Effective Corporate Governance in Banks - Measures taken by Banks Towards Implementation of best Practices - Measures taken by RBI Towards Corporate Governance - Hurdles for Good Governance in the Banking Sector - Corporate Governance and Cooperative Banks - Summary - Self-assessment Questions

Chapter 13: Corporate Governance in Insurance industry

Structure: Genesis of Indian Insurance Industry - IRDA Act, 1999 - Principles Governing the Life Insurance Sector - Code of Best Practices for Life Insurance Companies - Key Ethical Issues in Insurance Sector - Importance of Corporate Governance in the Insurance Sector - Summary - Self-Assessment Questions

Chapter 14: Corporate Governance in Globalised Economy

Structure: Introduction - Evolution of Corporate Governance in Globalised Economy - Importance of Policy Framework in Corporate Governance - Role of OECD for Effective Corporate Governance in Globalised Economy - International Corporate Governance Approach - Codes of Conduct for Multinationals - Benefits of Effective Corporate Governance in Globalised Economy - Challenges of Multinationals - Solution for Effective Corporate Governance in Globalised Economy - Summary - Self-Assessment Questions

Chapter 15: Code of Conduct

Structure: Meaning - Why Code of Conduct- Reasons - Factors considered framing code of conduct - Procedure – How it can be evolved? - Highlights of Code of Conduct - Corporate Codes - Steps Involved in Implementation of Code of Ethics - Measures to Improve Ethical Conduct of Business - Measures for Effective Implementation of Ethical Standards and Morals - Summary - Self-Assessment Questions

Chapter 16: Code of Conduct for Banks

Structure: Introduction - Growth of IBA Code from GRACE - Nature of IBA Code - Objectives of Code of Conduct for Banks - IBA Code for Banking Practice - Summary - Self-Assessment Questions

Chapter 17: Introduction to Corporate Social Responsibility

Structure: Meaning and Definition of Corporate Social Responsibility (CSR) - Nature of CSR - Different Levels at which Companies undertake CSR Responsibilities - Scope of CSR - Ways of Contributing to CSR - Models of CSR - Importance of CSR - Difficulties in Developing CSR - Corporate Governance and CSR - Summary - Self-Assessment Questions

Chapter 18: Arguments for And Against CSR

Structure: Meaning and Definition of Social Responsibility - Arguments for/Need for Social Responsibilities - Arguments against Social Responsibility of Business - Summary - Self-Assessment Questions

Chapter 19: Social Responsibility Towards Different Stakeholders

Structure: Concept of Social Responsibility - Classification Stakeholders-Pictorial representation - Responsibility towards Various Stakeholders - Expectation of Stakeholders - Summary - Self-Assessment Questions

Chapter 20: CSR Initiatives

Structure - Concept of CSR Initiatives - Advantages of CSR Initiatives - Weakness of CSR Initiatives - CSR in the Indian Context - CSR Initiatives by Indian Companies - Survey in Regard to CSR Initiatives - Summary - Self-Assessment Questions

Chapter 21: CSR Towards Social Organisations

Structure: Introduction - Concept of Social Organisation - Contemporary Social Issues - Importance of CSR in Current Society - Value Approach to CSR - Systematic Approach for Managing Social Responsibility - Implementation of CSR - Steps for Integrating CSR within all Aspects of Operations - Summary - Self-Assessment Questions

Chapter 22: Corruption

Structure: Definitions of Corruption - Sets of Corruption - Root of Corruption - Impression of Corruption - Cure for Corruption - Corruption Perception Index - Zero Tolerance of Corruption - Corruption- Indian perspective - Summary - Self-Assessment Questions

Chapter 23: Frauds in Banks

Structure: Introduction of Frauds - Definition of Frauds as Indian Penal Code - Definition of Frauds as Indian Contract Act - Key Elements of Frauds - Different Areas of Frauds in Banks - Parties Involved in Frauds in Banks - Prevention of Frauds Committed by Employees - Detection of Frauds Committed by Employees - Summary - Self-Assessment Questions

Chapter 24: Frauds in Insurance Industry

Structure: Introduction of Fraud in Insurance Sector - Definition of Frauds in Insurance Sector - Frauds in the Insurance Sector - Prevention of Frauds in Insurance Sector - Employee training for fraud prevention - Whistle blowing of Fraud - Summary - Self-Assessment Questions

Chapter 25: Scams and Scandals

Structure: Introduction - Definition of Scam and Scandals - Overview of Scams and Scandals - Summary - Self-Assessment Questions

Chapter 26: Competition Act, 2002

Structure: Why MRTP was replaced? - Formation of Competition Act, 2002 - Objectives of Competition Act, 2002 - Competition Commission of India - Components of Competition Act - Comparison between MRTP Act and Competition Act - Competition Bill, 2012 - Summary - Self-Assessment Questions

Chapter 27: Intellectual Property Rights

Structure: Introduction - Objectives/Need - Different Intellectual Property Rights(IPR) - Benefits of Intellectual Property Rights - Scenario of IPR in India - Summary - Self-Assessment Questions

Chapter 28: Cyber Crime

Structure: Introduction - Definitions of Cyber Crime - Types of Cyber Crime - Prevention of Cyber Crime - Summary - Self-Assessment Questions

Cost Accounting and Control

Chapter 1: Cost Concepts and Classification

Structure: Concept of Cost - Expenses - Loss - Classification of Cost - Natural Classification of Cost - Cost Behavior (In relation to change in output or activity or volume) - Degree of trace-ability to the product, association with the product - Association with the product - Functional classification of costs - Relationship with accounting period - Decision making and planning, cost for control - Cost for control - Other costs - Cost control - Cost reduction - Cost statement/costsheet - Summary - Self-assessment questions

Chapter 2: Alternative Choices Decisions

Structure: Decision making - Differential analysis - Types of choices decision - Limitations of differential analysis - Summary - Self-assessment questions

Chapter 3: Budgeting

Structure: Concept of Budgeting - Budgeting and Forecasting - Concept of Budgetary control - Objectives and functions of budgeting - Advantages of budgeting - Limitations of budgeting - Budgeting process - Organization of budgeting (budget committee) - Budget manual - Budget period - Elements of successful budgeting plan - Budget centers - limiting or principal budget factors - Budget and standard costs - Fixed and flexible budgeting - Types of budget - Revision of budgets - Zero base budgeting (ZBB) - Performance budgeting - Summary - Self-assessment questions.

Chapter 4: Responsibility Accounting

Structure: Decentralization - Advantages of Divisionalization - Disadvantages of Divisionalization - Responsibility Centre - Types of responsibility centers - Responsibility accounting - Responsibility performance reporting - Measuring divisional performance - Non-financial measures of performance - Transfer pricing - Methods of transfer pricing - Self-Assessment Questions

Chapter 5: Labour Costs Accounting and Control

Structure: Organization for Labour control - Wage system - Incentive wage plan - Profit sharing and co-partnership - Workstudy - Job evaluation and merit rating - Merit rating - Time and motion study - Labour turnover - Treatment of labor cost-related items - Self-Assessment Questions

International Finance

Chapter 1: Introduction to Business Organization

Structure: Foreign Trade: Meaning - Dumping - Balance of Trade - Balance of Payments-Meaning and Accounting - Disequilibrium and Current Account Deficit (CAD) - Correcting Current Account Deficit - Foreign Contracts - Summary - Self-Assessment Questions

Chapter 2: Instruments of Foreign Trade

Structure: Documents used in Foreign Trade - Marine Insurance Policy - Marine Risks and Losses - Bills of Exchange - Consular Invoice - Packing List - GR Form - Summary - Self-Assessment Questions

Chapter 3: Import and Export Control

Structure: Trade under Deficit - Import Trade Control - Import License - Export Management - Exporter's Code Number - Exchange Control Regulations vis-a-vis Nepal and Bhutan - Summary - Self-Assessment Questions

Chapter 4: Exchange Control in India

Structure: Control of Exchange Rate - Transactions subject to control - Permitted Currencies - Approved/Permitted for Receipts and of Payments - Convertible currencies - Choice of Currency in International Transactions - Authorized Dealer - FEDAI - Correspondent - Foreign Currency Accounts Overseas - Foreign Accounts Overseas - Countertrade - Escrow Account - Barter Trade - Summary - Self-Assessment Questions

Chapter 5: Cross- Border Financing Export Finance: Pre Shipment

Structure: Introduction to Cross Border Banking Cross Border Trade Finance - Export Finance - Buyer's Credit - Supplier's Credit - Turnkey Projects - Joint Ventures Abroad - Bank Credit - Summary - Self-Assessment Questions

Chapter 6: Cross- Border Financing Export Finance: Post Shipment

Structure: Post –Shipment Finance - GR Form - Permissible Deductions - Irregular Documents - Negotiation under Reserve - Accounting - Normal Transit Period - Direct and Indirect Bills - Grace Period - Bills Register - Dispatching - Endorsement on L/C - Exchange Cover - E.C.G.C. Policy - External Commercial Borrowings (ECB) - Summary - Self-Assessment Questions

Chapter 7: Instruments of Foreign Trade

Structure: Definition - Foreign Exchange Transactions - Foreign Exchange Market - Rate of Exchange - Exchange Rate and their Application - System of Exchange Rate - Fixed Rate of Exchange - Present system - Flexible Rate of Exchange - Intermediary Arrangements - Factors influencing Exchange Rates - Official Interventions - Purchasing Power Parity - Currency Forecasting - Summary - Self-Assessment Questions -

Chapter 8: Futures, Options, Forwards and Swaps

Structure: Outright forwards - What are derivatives? - Options forwards - Rules of quoting option forward rates - Working out of option forward rates - Swap and deposit - Swap and investment - Hedging commodity price risk - Futures - Types of futures - Commodity derivatives - Uses of futures - Interest rate futures - Summary - Self-Assessment Questions

Chapter 9: International Capital Markets

Structure: Flow of financial markets to cross border - Why FDI required? - Costs associated with FDI and its Repercussions - Other sources of capital flows FCNR - ECBs - GDRs etc. - Debt and Non debt flows - Volatile and Stable flows - Interest Rate Differentials and their role in demand for and supply of funds across borders - Summary - Self-Assessment Questions

Chapter 10: Various Risks In Banking

Structure: Risks in International Banking - Introduction-Risk in Banking - Risks in International Banking Transactions - Summary - Self-Assessment Questions

Year 2: Elective – Healthcare Management

Business Ethics & Corporate Governance

Chapter 1: Introduction to Ethics

Structure: Definition - Derivation - Meaning - Theories and Principles of Ethics - Importance of Ethics - Ethics and Morality - Ethics and Law - Ethical Dilemma Scenarios - Summary - Self-Assessment Questions

Chapter 2: Business Ethics

Structure: Meaning and definition of business ethics - Features of business ethics - Approaches of business ethics - Scope of business ethics - Importance of business ethics

Role of business ethics in building profitable and sustainable organizations - Case study on business ethics - Summary - Self-assessment questions.

Chapter 3: Business Practices

Structure: Concept and meaning of business practice - Factors affecting business practices in an organization - Ethical and unethical business practices - Merits of ethical business practices - Demerits of unethical business practices - Unethical business practices from an Indian scenario - Risks and costs associated with unethical business practices - Summary - Self-assessment questions

Chapter 4: Disclosure Requirements

Structure: Meaning of disclosure requirements - Objectives of disclosure - Disclosure as per the Companies act, 2013 - Disclosure as per the Listing agreement (Clause 49) - Amendments to clause 49 - Summary - Self-assessment questions.

Chapter 5: Whistleblower Policy and Insider Trading

Structure: Meaning of Whistleblowing and Whistle blower - Definition of Whistleblowing
History and Types of Whistleblowing - Whistleblower Policy-Statutory Requirements in India
Components of a Whistleblower Policy - Consequences of Whistleblowing
Protection of Whistleblowers - Whistleblower Protection Act 2011 - Insider Trading
Summary - Self-Assessment questions

Chapter 6: Values

Structure: Overview - Definition of Values - Meaning of Values - Features of Value
Functions of Values/Significance of Values - Types of Values - Difference between Values, Morals and Ethics - Causes for Deterioration of Values - Summary
Self-Assessment Questions

Chapter 7: Teaching from Scriptures

Structure: Business Ethics - Indian Values and Scriptures - Evolution of Management thought Process - Teachings from the Ramayana - Teachings from the Holy Quran - Teachings from the Holy Bible - Teachings from the Bhagavad Gita - Other Scriptures - Summary - Self-Assessment Questions

Chapter 8 – Corporate governance

Structure: Definitions of Corporate Governance - Features of Corporate Governance
Objectives of Corporate Governance - Advantages of Corporate Governance - Main hurdles that the Corporate Governance Focuses on - Components of Corporate Governance - Principles of Good

Corporate Governance - Role of Securities and Exchange Board of India (SEBI) in Corporate Governance - Summary - Self-Assessment Questions

Chapter 9: Evolution of Corporate Governance

Structure: Expansion of Corporate Governance in Abroad - Advancement and Progress of Corporate Governance in India - Summary - Self-Assessment Questions

Chapter 10: Recommendations of various Committees on

Structure: Cadbury Committee Report - Report by Kumar Mangalam Birla Committee

CII Report - OECD Report - Narayana Murthy Committee Report

Malhotra Committee Report on Insurance Sector Reforms - Narasimham Committee on Banking Sector Reforms - Summary - Self-Assessment Questions

Chapter 11: Various Committees for Effective Corporate Governance

Structure: Audit Committee - Remuneration Committee - Executive Committee

Nomination Committee - Advisory Committee - Shareholder/Investor Grievance Committee - Board of Director Committee – Summary - Self-Assessment Questions

Chapter 12: Corporate Governance in Banks

Structure: Source of Indian Banking System - Corporate Governance in Banks - Objectives of Corporate Governance in Banks - Need of Corporate Governance in Banks - Various Committees on Corporate Governance in Banks - Key Principles Recommended by Basel Committee to Enhance Corporate Governance in Sector - Suggestions to Build up Effective Corporate Governance in Banks - Measures taken by Banks Towards Implementation of best Practices - Measures taken by RBI Towards Corporate Governance - Hurdles for Good Governance in the Banking Sector - Corporate Governance and Cooperative Banks - Summary - Self-assessment Questions

Chapter 13: Corporate Governance in Insurance industry

Structure: Genesis of Indian Insurance Industry - IRDA Act, 1999 - Principles Governing the Life Insurance Sector - Code of Best Practices for Life Insurance Companies - Key Ethical Issues in Insurance Sector - Importance of Corporate Governance in the Insurance Sector - Summary - Self-Assessment Questions

Chapter 14: Corporate Governance in Globalised Economy

Structure: Introduction - Evolution of Corporate Governance in Globalised Economy - Importance of Policy Framework in Corporate Governance - Role of OECD for Effective Corporate Governance in Globalised Economy - International Corporate Governance Approach - Codes of Conduct for Multinationals - Benefits of Effective Corporate Governance in Globalised Economy - Challenges of Multinationals - Solution for Effective Corporate Governance in Globalised Economy - Summary - Self-Assessment Questions

Chapter 15: Code of Conduct

Structure: Meaning - Why Code of Conduct- Reasons - Factors considered framing code of conduct - Procedure – How it can be evolved? - Highlights of Code of Conduct - Corporate Codes - Steps Involved in Implementation of Code of Ethics - Measures to Improve Ethical Conduct of Business - Measures for Effective Implementation of Ethical Standards and Morals - Summary - Self-Assessment Questions

Chapter 16: Code of Conduct for Banks

Structure: Introduction - Growth of IBA Code from GRACE - Nature of IBA Code - Objectives of Code of Conduct for Banks - IBA Code for Banking Practice - Summary - Self-Assessment Questions

Chapter 17: Introduction to Corporate Social Responsibility

Structure: Meaning and Definition of Corporate Social Responsibility (CSR) - Nature of CSR - Different Levels at which Companies undertake CSR Responsibilities - Scope of CSR - Ways of Contributing to CSR - Models of CSR - Importance of CSR - Difficulties in Developing CSR - Corporate Governance and CSR - Summary - Self-Assessment Questions

Chapter 18: Arguments for And Against CSR

Structure: Meaning and Definition of Social Responsibility - Arguments for/Need for Social Responsibilities - Arguments against Social Responsibility of Business - Summary - Self-Assessment Questions

Chapter 19: Social Responsibility Towards Different Stakeholders

Structure: Concept of Social Responsibility - Classification Stakeholders-Pictorial representation - Responsibility towards Various Stakeholders - Expectation of Stakeholders - Summary - Self-Assessment Questions

Chapter 20: CSR Initiatives

Structure - Concept of CSR Initiatives - Advantages of CSR Initiatives - Weakness of CSR Initiatives - CSR in the Indian Context - CSR Initiatives by Indian Companies - Survey in Regard to CSR Initiatives - Summary - Self-Assessment Questions

Chapter 21: CSR Towards Social Organisations

Structure: Introduction - Concept of Social Organisation - Contemporary Social Issues - Importance of CSR in Current Society - Value Approach to CSR - Systematic Approach for Managing Social Responsibility - Implementation of CSR - Steps for Integrating CSR within all Aspects of Operations - Summary - Self-Assessment Questions

Chapter 22: Corruption

Structure: Definitions of Corruption - Sets of Corruption - Root of Corruption - Impression of Corruption - Cure for Corruption - Corruption Perception Index - Zero Tolerance of Corruption - Corruption- Indian perspective - Summary - Self-Assessment Questions

Chapter 23: Frauds in Banks

Structure: Introduction of Frauds - Definition of Frauds as Indian Penal Code - Definition of Frauds as Indian Contract Act - Key Elements of Frauds - Different Areas of Frauds in Banks - Parties Involved in Frauds in Banks - Prevention of Frauds Committed by Employees - Detection of Frauds Committed by Employees - Summary - Self-Assessment Questions

Chapter 24: Frauds in Insurance Industry

Structure: Introduction of Fraud in Insurance Sector - Definition of Frauds in Insurance Sector - Frauds in the Insurance Sector - Prevention of Frauds in Insurance Sector - Employee training for fraud prevention - Whistle blowing of Fraud - Summary - Self-Assessment Questions

Chapter 25: Scams and Scandals

Structure: Introduction - Definition of Scam and Scandals - Overview of Scams and Scandals - Summary - Self-Assessment Questions

Chapter 26: Competition Act, 2002

Structure: Why MRTP was replaced? - Formation of Competition Act, 2002 - Objectives of Competition Act, 2002 - Competition Commission of India - Components of Competition Act - Comparison between MRTP Act and Competition Act - Competition Bill, 2012 - Summary - Self-Assessment Questions

Chapter 27: Intellectual Property Rights

Structure: Introduction - Objectives/Need - Different Intellectual Property Rights(IPR) - Benefits of Intellectual Property Rights - Scenario of IPR in India - Summary - Self-Assessment Questions

Chapter 28: Cyber Crime

Structure: Introduction - Definitions of Cyber Crime - Types of Cyber Crime - Prevention of Cyber Crime - Summary - Self-Assessment Questions

Business Policy and Strategic Management

Chapter 1: Fundamentals of Strategic Management

Structure: Introduction - Definition, Meaning and Scope of Strategy - Definition, Meaning and Scope of Business Policy - Evolution of Strategic Management - Mintzerb's 5 Ps of strategy - Summary - Key Words - Self Assessment Questions

Chapter 2: Strategy Formulation and Strategic Intent

Structure: Introduction - Steps in Strategy Formulation - Vision statement - Mission Statement - Objectives, Goals and Targets - Classification of Objectives - Top Down and Bottom Up Approaches - Summary - Key Words - Self Assessment Questions

Chapter 3: Environment Analysis

Structure: Introduction - Firm Environment Fit - Environment Analysis - Micro Environment Analysis - Macro Environment Analysis - Political Environment - Economical Environment - Social Environment - Technological Environment - Ecological Environment - Legal Environment - Summary - Key Words - Self Assessment Questions

Chapter 4: Types of Strategies

Structure: Introduction - Generic Strategies. Low Cost, Differentiation and Focus - Corporate level strategy - Business Unit Level Strategy - Growth Strategies - Stability Strategies - Outsourcing Strategies - Avoidable Strategies - Research & Development Strategy - Summary - Key Words - Self Assessment Questions

Chapter 5: Functional Strategies

Structure: Introduction - Strategic Finance Management - Strategic Human Resource Management - Strategic Marketing Management - Strategic Operations Management - Summary - Key Words - Self Assessment Questions

Chapter 6: Strategic Information Technology Management Strategy Implementation

Structure: Introduction - Strategy Formulation and Implementation - Steps in Strategy Implementation - Approaches in Strategy Implementation - Resource Allocation - Mckinesey's 7 S frame work - Summary - Key Words - Self Assessment Questions

Chapter 7: Strategy Evaluation and Control

Structure: Introduction - Operational control - Strategic control - Effective evaluation system - Summary - Key Words - Self Assessment Questions -

Entrepreneurship & Innovation Management

Chapter 1: Introduction

Structure: Explain, define and understand entrepreneurship - Explain, define and understand entrepreneur - Describe the nature of entrepreneurship - Explain the need of entrepreneurship - Discuss the relationship between Entrepreneurship and Management - Describe the role and functions of entrepreneurship - Discuss the various types of entrepreneurs - Summary - Self-Assessment Questions

Chapter 2: Women Entrepreneurship

Structure: Understand women entrepreneurship and its importance - To understand the contribution of women entrepreneurs in economic empowerment - Understand the concept of women entrepreneurs - To learn the various categories of women entrepreneurs in India - Explain the emergence of women entrepreneurs and its development in different decades - Describe the functions of women entrepreneur - Discuss the growth of women entrepreneurs at the national and global level - Challenges faced by women entrepreneurs - Role of government to develop Women Entrepreneurs in India - Summary - Self-Assessment Questions

Chapter 3: Creating and Starting the Venture

Structure: Understand the checkpoints before starting a venture - To describe the stages in starting a new venture - Defining the business opportunity - Makeup of a business opportunity - How to identify business opportunities? - Great sources of idea generation for new product development - Idea assessment and business development process - Process of setting up a business enterprise - Understand the criteria to select the best idea - Summary - Self-Assessment Questions

Chapter 4: Setting up New Venture

Structure: Study the role of SSI in Indian economy - Describe the major industries in small scale sector - Understand the importance of small- scale industries micro small and medium enterprises - Discuss MSMEs contribution to the economy - Understand the registration procedure of MSMEs - Describe forms of business organization - Explain value-added tax - Summary - Self-Assessment Questions

Chapter 5: Entrepreneurial Support

Structure: To study and learn about Government of India's Support for Innovation and Entrepreneurship in India - Government Support for entrepreneurship via Programmes & Schemes - Skills Development & Training for Entrepreneurship Education - Describe the role and support of SIDO, NAYE, SBI, DIC, SIDBI, SFCs, NSIC - The role of National Bank for Agriculture and Rural Development in rural entrepreneurship - Schemes and Programs of Khadi and Village Industries Commission - Goa Handicraft Rural and Small-Scale Industries Development Corporation (GHRSSIDC) - Goa- Industrial Development Corporation its functions and powers - Summary - Self-Assessment Questions

Chapter 6: Taxation Benefits

Structure: To describe the Government taxation support for the SSI - To understand the Taxation and its Benefits to Small Scale Entrepreneurs - To describe the concessions/exemptions available for SSI - To understand the conditions which are not eligible for SSI concessions? - Provisions related to Brand Name under SSI exemption scheme - Income Tax Benefits under Income Tax Act 1961 for SSI - The rules for claiming the deduction of investment allowance by an entrepreneur - An overview of MSME BUDGET

and benefits to entrepreneurship and MSMEs in particular - Preparedness for GST (Goods and Services Tax) in the Ministry of MSME - Summary - Self-Assessment Questions

Chapter 7: Innovation in Entrepreneurship

Structure: To describe the role of innovation in entrepreneurship - To understand between the difference of purposeful innovation and systematic innovation - Explain how entrepreneurs innovate - Understand the concept of social innovation and economic innovation - The seven sources for innovative opportunity - Knowledge-based innovation - The characteristics of knowledge-based innovation - What knowledge-based innovation requires - Principles of innovation - The conservative innovator - Summary - Self-Assessment Questions

Chapter 8: Business Incubation

Structure: Learn about business incubation: Definition and objectives of business incubation - Understand the services provided by incubator - Describe who can be incubatees and what incubatee needs - Understand how incubators can improve the start-up ecosystem in India - Know whom incubators incubate - Discuss the indicators to best assess the businesses to be incubated - Know the possible investors who would encourage support of new technology - Describe history of business incubation - Illustrate the benefits of business incubation - Provide an overview of global and Indian business incubation - Describe the process designing of business incubation programs - Explain the stages of business incubation development: - Describe formation of a business incubator - Discuss the barriers of incubation in India - Summary - Self-Assessment Questions

Hospital Planning and Management

Chapter 1: The Foundation of Hospital Management

Structure: Meaning of Hospital - Hospital and hospital management - Evolution of hospitals - History of Hospitals in India - Changing concept of hospital - Hospital Viewed as System - Community health: - PHC, CHC & Tertiary Health care - National Health Policy 2017 - Role of hospital administrator - Functions of hospital management - Hospital services - Summary - Self-Assessment Questions

Chapter 2: Hospital Planning Objective

Structure: Introduction to hospital planning - Ten Ideas Driving New Hospital Planning (Concept) - Key Hospital Design Goals - Types of Hospital Space - Steps in Hospital Planning - Need for Hospital - Feasibility Report - Architecture's Brief - Request for proposal - Appointment of consultant - Role of Project Management Team - Budgeting - Construction and Installation Stage - Equipment Planning - Services Planning - Manpower Planning - Hospital Operational Planning Policy - Green Hospital - Summary - Self-Assessment Questions

Chapter 3: Health Organization and Departmentation

Structure: Introduction to concept of Organization - Meaning and Characteristics of Organization - Nature of Organization - Steps in the process of Organizing - Objectives of Organizing - Principles of Organization - Advantages of Organization - Hospital organization - Organization profile of the Hospitals - The Importance of Good Organization Structure - Organizational Structure of a Hospital - Departmentation - Grouping of Hospital Departments within the Structure - Clinical & Support Services - Out Patient Department - In Patient Department - Emergency Department - Intensive care unit (ICU) Department - Nursing Department - Diagnostic Services - Radiology and Image Services - laboratory Services - Hospital Infection Department - OT Services (Operation Theatre) - Pharmacy - Central Sterile Supply Department (CSSD) - Pharmacy Department - Non Clinical & Support Services (Administrative Services) - Summary - Self-Assessment Questions

Chapter 4: Management of Behavior in Hospitals

Structure: What is Organizational Behavior - Shifting paradigms of Organizational behavior - Organizational Behavior and Management - The nature of Managerial Work - Managerial Roles and Networks - Managerial skills and Competencies - Historical development of Organizational behavioral theories - Healthcare Organizations - Organizational behavior in healthcare: - Impact on healthcare managers - Managing Disruptive behavior in the Healthcare Setting (Within the Organization) - Managing Disruptive behavior of patient, the Healthcare - Supportive Case Law - Summary - Self-Assessment Questions

Chapter 5: Management of Hospital Services

Structure: Introduction - Hospital Services – Perception - The Nature of Patients Perception on Quality of Hospital Services - Five Surprising Factors that Affect Patients' Perceived Quality of Care - Management of Hospital Services - The various Areas of effective Hospital Management. - Staff management - Essential services and facilities management - Utilities - Facility and utility maintenance services - Human resource issues - Education & Training Department - Medical Clinical Research - Summary - Self-Assessment Questions

Hospital Services Quality Management

Chapter 1: Total Quality Management in Hospitals

Structure: Introduction - Quality-the-Perception - Total Quality Management - TQM in Hospitals - Quality Circle - Framework Requirements for Quality Health Services - Developing a vision for health service delivery - Summary - Self-Assessment Questions

Chapter 2: Management of Hospital Materials and Stores

Structure: Introduction - Materials Management-The Perception - Assessment of Existing Equipment - How to create inventory - Summary - Self-Assessment Questions

Chapter 3: Management of Hospital Records

Structure: Introduction - Management of Hospital Records: The perception - Summary - Self-Assessment Questions - References

Chapter 4-Management of Control in Hospital

Structure: Introduction - Management of Controls: The perception - Quality Health-care Management - Types of Quality Measures - Health-care Services in India - Capitol Budgetary controls - Summary - Self-Assessment Questions

Chapter 5: Strategic Management of Hospitals -

Structure: Introduction - Strategic: The perception - Strategic Management: The perception - Strategic Management short question and answers - Strategic Leadership in Health-care - Levels of strategic Management - Summary - Self-Assessment Questions

Occupational Stress Management

Chapter 1: Stress and Its Remedies

Structure: Introduction - Anxiety and stress - Stress symptoms: Effects on your body and behavior - Common effects of stress - Act to manage stress - Psychosomatic disorders - Symptoms of psychosomatic disorder - Modes of psychosomatic disorder - Risk factor of psychosomatic disorder - Stress and burnout - Signs and symptoms of burnout - Difference between stress and burnout - Summary - Self-Assessment Questions - References -

Chapter 2: Stress Management: Winning Over Stress and Strategies

Structure: What is Stress Management? - What causes stress - Some strategies for managing stress - Rest - Relaxation and Sleep - Managing Chemical Stress - A working stress management model - Types of Stressors - Self-Induced Stresses - Hassles - Stress and The Male Role - Stress at The Workplace - High Performance and Low Stress - Summary - Self-Assessment Questions - References

Chapter 3: Analysis of Stress Management among Professionals in the Nigerian Construction Industry

Structure: Introduction - Definition of stress - The Psychological Symptoms - Nature of the Industry - Impact of Stress - Focus of Coping - Research Methodology - Conclusion and Recommendation - Discussion of Result - Recommendation - Summary - Self-Assessment Questions - References

Chapter 4: Work Stress Among the Employees in Information Technology (IT) Sectors in Chennai City

Structure: Introduction - Need for the Study - Scope of the Study - Objectives of The Study - Testing of Hypotheses - Research Methodology - Implication and Recommendations - Summary - Self-assessment Questions - References

Chapter 5: Work-Life and relationships: A conceptual study

Structure: Introduction - Impact of weak relationship on work life or job - Direction for rebuilding the relationship - Summary - Self-Assessment Questions - References

Chapter 6: Organizational Stress: A silent killer on the PROWL

Structure: Introduction - Work and stress - Feelings - Organizational factors causing stress - Individual factors - Remedies to avoid stress - Stimulating innovation - Summary - Self-Assessment Questions - References

Chapter 7: Stress Management in Information Technology Sector -

Structure: Introduction - Review of literature - Objective of Present study - Limitations of the study - Discussion and Conclusion - Summary - Self-Assessment Questions

Chapter 8: Organizational Role Stress Among Teachers (A Comparative Study of Technical and Non-Technical Teachers)

Structure: Hypothesis - Research Methodology - ORS Scale (Organizational Role Stress Scale) - Role Space - Self-Role Distance - Role set conflicts - Delimitation's of the Study - Suggestions - Summary - Self-Assessment Questions - and References

Chapter 9: Stress at Workplace- A Review Article

Structure: Introduction - What is Workplace Stress? - Research Methodology - Causes of Stress in Call Centers - Measures to Reduce Stress at Work - Eliminate Self-Defeating Behaviour - Summary - Self-Assessment Questions

Chapter 10: Techno stress of Library Professionals- The Path for Recovery

Structure: Introduction - Techno stress-A Modern Disease - Research Paper-Components of Techno stress of Library Professionals - Survey Results - Summary - Self-Assessment Questions -

Chapter 11: Stress in Software Industry and Its Remedies

Structure: Introduction - Case Studies - Repetitive Nature of Work - Workload - Irrate Customers - Long Working Hours - Insufficient Breaks - Health Issues - Summary of Common Short Term or Early Stress Symptoms - Summary of Common Long Term Symptoms of Stress - Occupational Stressors - Coping Strategies - Summary - Self-Assessment Questions - References

Chapter 12: Teacher Stress in The Field of Education and Wellness Programme

Structure: Introduction - Causes of Teacher Stress - Effects of Teacher Stress - Managing Stress - Teacher Wellness Programme - Summary - Self-Assessment Questions

Chapter 13: Stress Avoidance Strategies from Shri mad Bhagwad Gita

Structure: Introduction - Stress avoidance strategies from Shrimad Bhagwad Gita - Summary - Self-Assessment Questions

Chapter 14: Destressing Through Music Therapy

Structure: Meaning and scope of Music Therapy - The mind-body balance is restored thereafter - Music as a stress buster - Pick a raga - Summary - Self-assessment questions

Chapter 15: Occupational Stress in The Present Social Environment and Its Management Techniques

Structure: Introduction - NIOSH Approach to Job Stress - Job Condition That May Lead to Individual Stress - Job Condition That May Lead to Organizational Stress - Gender Responses to Stress - Reaction of Men and Women under Pressure - Men and Stress - What Can Be Done About Job Stress? - Cognitive-Behavioral Approaches - Relaxation - Exercise - Diet and Nutrition - Medication - Summary - Self-Assessment Questions

Industrial Health & Safety

Chapter 1: Accidents and its Preventions

Structure: Introduction - What is Accident? - How Accidents are caused? - Approaches to Reducing the Accidents - Classification of Industrial Accident - Principles of Accident Prevention - Techniques of accident prevention - Safe Environment at workplace - Housekeeping - Job Safety Analysis - Investigation of Accident - Ergonomics - Promotion of Health and safety - Personal Protective Equipment's - Basic Safety Programming - Summary - Self-Assessment Questions -

Chapter 2: Evolution Of Industrial Safety

Structure: Developments in Occupational Health - Occupational health and safety in Britain - Occupational health and safety in USA - Occupational health and safety in India - Summary - Self-assessment Question

Chapter 3: Health and Safety: Organisation & Administration

Structure: Safety organization - Conventional Safety Programming - Safety Planning - Safety Policies - Safety promotion - Safety Committee - Safety Department - Health Promotion - Occupational Nurse - Health and Safety Process - Risk Management and Loss control - Summary - Self- assessment questions

Chapter 4: Fire Hazards

Structure: Fire Hazards - Fire Explosion - Means of Escape in case of fire - Fire Inspection - Record Keeping - Value of Accident records - Safety Rules - Safety Training - Safety communication - Summary - Self- Assessment Questions

Chapter 5: Occupational Health at Workplace

Structure: Occupational Health - Occupational Health services at the place of employment - Occupational Physician - Stress and adverse psychological factors at work - Occupational health in special areas - Communication skills in health education - Summary - Self-Assessment Questions

Chapter 6: Biological Hazards

Structure: Introduction to biological hazard - Biological hazards – Levels - Prevention and control of biological hazards - Occupational Hygiene - Biological hazards risk assessment - Summary - Self-Assessment Questions - -

Personal Care Management

Chapter 1: The Foundation of Personal Care Management

Structure: Introduction - Personal Care Management: The Conceptual Exposition - Dimension of Personal Care Services - Score for Personality in Totality - Personality - Holistic Personality - Personality Vs. Character - Managing Mind - Yoga - Parana-yam and Meditation - Managing Body - Managing Facial Appearance - Awareness of Hygiene - Awareness of Sleeping - Behavioral Profile of Personal Care Users - Personal Care Management Vis-a-Vis Four Es Of HR - Emergence of Personal Care Business - Summary - Self-Assessment Question.

Chapter 2: Management of Body

Structure: Introduction - Basics about Body - Management of Diet - The Energy Requirements - Balanced Diet Essentials - Foods: Making A Balanced Diet - Food Triangle - The Key Indian Food Items - Wise Regulation of Food - Awareness of Vaccination and Immunization - Sensitivity to Diseases - Potable Water - Walk and Exercise - Sound Sleep for Sound Body - Summary - Self-Assessment Questions

Chapter 3: Management of Personal Hygiene

Structure: Introduction - Personal Hygiene: The Concept - Dimensions of Personal Hygiene - Bathe Daily - Hand Washing - Trimming of Nails - Hair Care - Wearing Clean Cloths - Taking Care of Oral Hygiene - Managing Home Hygiene - Managing Hygiene in Kitchen - Hygiene in Bath Room and Toilet - Managing Drinking Water - Laundry Hygiene - Food Hygiene - Medical Hygiene at Home - Work Place Hygiene - Excessive Personal Hygiene and its Effects - Activating the Sanitation process - Personal Hygiene for Corporate Professionals - Summary - Self-Assessment Question

Chapter 4: Civic and Aesthetic Sense

Structure: Introduction - Civic Sense: The Concept and Precept - Dimensions of Civic Sense - Justification for Civic Sensibility - Cultivating Civic Sensibility - Educating Your Child About the Civic Sense - Civic Insensibility to Bio-Medical Waste - Civic Sense of the Rural Folks - Civic Sense duties for Indians - Aesthetic Sense - Cultivating Aesthetic Sense - Receiving the Beauty of Arts - Enjoying the Beauty of Life - Understanding the Beauty of Nature - Aesthetic Sense and the Corporate World - Summary - Self-Assessment Questions

Chapter 5: Management of Mind

Structure: Introduction - Healthy Mind - Meditation and Mind Purification - Yoga: A Conceptual Exposition - Yogic View on Human Personality - Yoga and Ethics - Karma Yoga: Understand the Perception - Yoga in Combating Stress - Yoga in Postures or Exercises - Surya Namaskar-- The Sun Salutation - Yogic Exercises - Combating Stress - Healthy Mind for Healthy Body - Summary - Self-Assessment Questions.

Chapter 6: Etiquette and Manner

Structure: Introduction - Business Etiquette and Business Ethics - Corporate Society Vs. Etiquette - Social Graces and Polish - Etiquette for Facing Interview - Etiquette for Introducing and Paying Compliments - Workplace Etiquette - Dress Etiquette - Dining Etiquette - Disastrous Ravines - Summary - Self-Assessment Questions

Strategic Hospital Management

Chapter 1: Management of Human Resources in Hospital - Structure : - Introduction - Perception of Human and Humane - Leadership - Categories of Personnel needed for hospitals - Dimensions of human resource management - Basic principles governing recruitment - Developing human personnel: Education and Training - Employee development programme (EDP) - Human capital formulation and productivity acceleration - Compensation and Motivation - Wage and salary administration-wage administration - An ideal appraisal plans - Health Manpower planning in India - Summary - Self-Assessment questions

Chapter 2: Management of Finance in Hospitals

Structure: Introduction - Financial Management in Hospitals - Financial Planning - Financial Organization - Budgeting - Managing the Financial Information - Break-Even Analysis - Project Planning - Public Interest: Criteria to Evaluate the Project - Management of Books and Accounts - Capital and Revenue Expenditure - Revenue Centers and Cost Centers - Financial Statements and Reports - Budgetary Controls - Standard Costing - Internal Audit - Computer Driven Accounting System - Removing Financial Constraints in Health Care - Summary - Self-Assessment Questions

Chapter 3: Marketing Hospital Services

Structure: Introduction - Hospital Marketing: Perception - Rights and duties of healthcare users - Behavior and Communication Problems in Patients - Market Segmentation - Marketing Information System - Marketing Mix - Strategic Marketing - Medical Tourism - Dimensions of Public Relations - Public relations and image projection - Summary - Self-Assessment Question

Chapter 4: Rural Healthcare Management

Structure: Introduction - Rural Healthcare Services – The Genesis - Rural Healthcare Planning - Rural Healthcare Infrastructure. - Tribal Healthcare - Preventive Services - Rural Healthcare Personnel - Managing Finance for Rural Healthcare Personnel - Marketing of Rural Healthcare services - Rural Healthcare Management control - Thrust areas of rural healthcare Management - Summary - Self-Assessment Questions

Chapter 5: Strategic Management of Hospitals

Structure: Introduction - Hospital strategic management: Perception - Strategic Marketing Hospital Management - Levels of strategic Management - Steps in implementation of a strategy - Steps in Strategy formulation process - Strategy Formulation Vs Strategy implementation - Strategy Vs Policy - Reasons for strategic planning failure - Strategic Decisions - SWOT Analysis for strategic planning- Effective Implementation strategy - Strategic Issues in the Hospital management - Summary - Self-Assessment Questions

Year 2: Elective – Human Resource Management

Business Policy and Strategic Management

Chapter 1: Fundamentals of Strategic Management

Structure: Introduction - Definition, Meaning and Scope of Strategy - Definition, Meaning and Scope of Business Policy - Evolution of Strategic Management - Mintzerb's 5 Ps of strategy - Summary - Key Words - Self Assessment Questions

Chapter 2: Strategy Formulation and Strategic Intent

Structure: Introduction - Steps in Strategy Formulation - Vision statement - Mission Statement - Objectives, Goals and Targets - Classification of Objectives - Top Down and Bottom Up Approaches - Summary - Key Words - Self Assessment Questions

Chapter 3: Environment Analysis

Structure: Introduction - Firm Environment Fit - Environment Analysis - Micro Environment Analysis - Macro Environment Analysis - Political Environment - Economical Environment - Social Environment - Technological Environment - Ecological Environment - Legal Environment - Summary - Key Words - Self Assessment Questions

Chapter 4: Types of Strategies

Structure: Introduction - Generic Strategies. Low Cost, Differentiation and Focus - Corporate level strategy - Business Unit Level Strategy - Growth Strategies - Stability Strategies - Outsourcing Strategies - Avoidable Strategies - Research & Development Strategy - Summary - Key Words - Self Assessment Questions

Chapter 5: Functional Strategies

Structure: Introduction - Strategic Finance Management - Strategic Human Resource Management - Strategic Marketing Management - Strategic Operations Management - Summary - Key Words - Self Assessment Questions

Chapter 6: Strategic Information Technology Management Strategy Implementation

Structure: Introduction - Strategy Formulation and Implementation - Steps in Strategy Implementation - Approaches in Strategy Implementation - Resource Allocation - Mckinesey's 7 S frame work - Summary - Key Words - Self Assessment Questions

Chapter 7: Strategy Evaluation and Control

Structure: Introduction - Operational control - Strategic control - Effective evaluation system - Summary - Key Words - Self Assessment Questions -

Entrepreneurship & Innovation Management

Chapter 1: Introduction

Structure: Explain, define and understand entrepreneurship - Explain, define and understand entrepreneur - Describe the nature of entrepreneurship - Explain the need of entrepreneurship - Discuss the relationship between Entrepreneurship and Management - Describe the role and functions of entrepreneurship - Discuss the various types of entrepreneurs - Summary - Self-Assessment Questions

Chapter 2: Women Entrepreneurship

Structure: Understand women entrepreneurship and its importance - To understand the contribution of women entrepreneurs in economic empowerment - Understand the concept of women entrepreneurs - To learn the various categories of women entrepreneurs in India - Explain the emergence of women entrepreneurs and its development in different decades - Describe the functions of women entrepreneur - Discuss the growth of women entrepreneurs at the national and global level - Challenges faced by women entrepreneurs - Role of government to develop Women Entrepreneurs in India - Summary - Self-Assessment Questions

Chapter 3: Creating and Starting the Venture

Structure: Understand the checkpoints before starting a venture - To describe the stages in starting a new venture - Defining the business opportunity - Makeup of a business opportunity - How to identify business opportunities? - Great sources of idea generation for new product development - Idea assessment and business development process - Process of setting up a business enterprise - Understand the criteria to select the best idea - Summary - Self-Assessment Questions

Chapter 4: Setting up New Venture

Structure: Study the role of SSI in Indian economy - Describe the major industries in small scale sector - Understand the importance of small- scale industries micro small and medium enterprises - Discuss MSMEs contribution to the economy - Understand the registration procedure of MSMEs - Describe forms of business organization - Explain value-added tax - Summary - Self-Assessment Questions

Chapter 5: Entrepreneurial Support

Structure: To study and learn about Government of India's Support for Innovation and Entrepreneurship in India - Government Support for entrepreneurship via Programmes & Schemes - Skills Development & Training for Entrepreneurship Education - Describe the role and support of SIDO, NAYE, SBI, DIC, SIDBI, SFCs, NSIC - The role of National Bank for Agriculture and Rural Development in rural entrepreneurship - Schemes and Programs of Khadi and Village Industries Commission - Goa Handicraft Rural and Small-Scale Industries Development Corporation (GHRSSIDC) - Goa- Industrial Development Corporation its functions and powers - Summary - Self-Assessment Questions

Chapter 6: Taxation Benefits

Structure: To describe the Government taxation support for the SSI - To understand the Taxation and its Benefits to Small Scale Entrepreneurs - To describe the concessions/exemptions available for SSI - To understand the conditions which are not eligible for SSI concessions? - Provisions related to Brand Name under SSI exemption scheme - Income Tax Benefits under Income Tax Act 1961 for SSI - The rules for claiming the deduction of investment allowance by an entrepreneur - An overview of MSME BUDGET

and benefits to entrepreneurship and MSMEs in particular - Preparedness for GST (Goods and Services Tax) in the Ministry of MSME - Summary - Self-Assessment Questions

Chapter 7: Innovation in Entrepreneurship

Structure: To describe the role of innovation in entrepreneurship - To understand between the difference of purposeful innovation and systematic innovation - Explain how entrepreneurs innovate - Understand the concept of social innovation and economic innovation - The seven sources for innovative opportunity - Knowledge-based innovation - The characteristics of knowledge-based innovation - What knowledge-based innovation requires - Principles of innovation - The conservative innovator - Summary - Self-Assessment Questions

Chapter 8: Business Incubation

Structure: Learn about business incubation: Definition and objectives of business incubation - Understand the services provided by incubator - Describe who can be incubatees and what incubatee needs - Understand how incubators can improve the start-up ecosystem in India - Know whom incubators incubate - Discuss the indicators to best assess the businesses to be incubated - Know the possible investors who would encourage support of new technology - Describe history of business incubation - Illustrate the benefits of business incubation - Provide an overview of global and Indian business incubation - Describe the process designing of business incubation programs - Explain the stages of business incubation development: - Describe formation of a business incubator - Discuss the barriers of incubation in India - Summary - Self-Assessment Questions

Human Resource Development and Industrial Relations -

Chapter 1: Management Development Overview

Structure: Introduction - Essential ingredients of the management development programmer - Needs of Manager and techniques of management development - Selection of techniques - Training and development for international assignments - Electronic MDP - Evaluation of management development programmers - Summary - Self-Assessment Questions

Chapter 2: Career Planning and Development

Structure: Introduction - Career Planning - Development and Management - Succession Planning - Career Choices - Traits - Career Management Model and Career Anchor - Elements of Career Development Programme - Steps in Career Development System - Career development and diversity management - Advantages - Limitations and Suggestions - Counselling - Summary - Self-Assessment Questions

Chapter 3: Internal Mobility and Absenteeism

Structure: Introduction - Internal Mobility - Promotions - Transfer - Demotions - Absenteeism - Employee Separations - Summary - Self-Assessment Questions

Chapter 4: Organization Development and Change Management

Structure: Introduction - Organizational Change - Technology and change - Resistance to change vs. Inviting change - Approaches to organizational change - Organizational Development - The OD processes - OD Interventions/Techniques - Summary - Self-Assessment Questions

Chapter 5: Job Evaluation

Structure: Introduction - Job Evaluation Methods/Techniques - Advantages of job evaluation - Problems of job evaluation - Summary - Self-Assessment Questions

Chapter 6: Employee Remuneration

Structure: Introduction - Functions of remuneration - Role of Reward System - Allowances - Incentive Payments - Fringe Benefits - Social Security - Summary - Self-Assessment Questions

Chapter 7: Grievance & Discipline

Structure: Introduction - Grievance Procedure - Disciplinary Procedure - Summary - Self-Assessment Questions

Chapter 8: Industrial Relations: Conceptual Analysis

Structure: Introduction - Meaning of Industrial Relations - Dunlop model of industrial relations - Importance of harmonious industrial relation - Objectives of industrial relations - Conditions for congenial industrial relations - Approaches to industrial relations - Indian industrial workers - Impact of globalization on industrial relations - Summary - Self-Assessment Questions

Chapter 9: Trade Unions and Employers' Association

Structure: Introduction - Meaning of Trade Unions - Functions of Trade Unions - Objectives of important Indian Trade Unions - Union Structure - Trade Union Formation - Trade Union as an Organization - The Trade Union Act, 1926 - The Trade Union (Amendments) Act, 2001 - Problems of Trade Unions - Why

decline in trade unions after globalization? - Measures to strengthen trade union movement in India - Employers' Organizations - Summary - Self-Assessment Questions

Chapter 10: Industrial Conflicts

Structure: Introduction - Causes of industrial conflicts - Types of industrial conflicts - Prevention of industrial conflicts - Settlement of Conflicts - Summary - Self-Assessment Questions

Chapter 11: Essentials of Human Resource Management and Industrial Relations

Structure: Introduction - Human Resource Accounting - Human Resource Records - Human Resource Audit - Human Resource Research - Human Resource Information System - Summary - Self-Assessment Questions - -

Human Resource Management

Chapter 1: Human Resource Management

Structure: What is HRM - Difference between HRM and Personnel Management - Nature of HRM - Significance of HRM - Functions of HRM - Objective of HRM - Evolution and development of HRM - Recent development in HRM - Self-assessment questions

Chapter 2: Job Analysis

Structure: Team Analysis

Structure: Job Design - Job Analysis - Job Descriptions - Job Specifications - Uses of Job Analysis - Team Analysis - Flexible job environment - Summary - Self-Assessment question

Chapter 3: Human Resource Planning

Structure: Introduction - Human Resource planning at different levels - Process of Human Resource Planning - Control and Review Mechanism - Summary - Self-Assessment Question

Chapter 4 : Recruitment

Structure: Introduction - Strategic Management and Recruitment - Sources of Recruitment - Recruitment Techniques - Assessment of Recruitment Programme - Summary - Self-Assessment Questions

Chapter 5: Selections, Placements and Induction

Structure: Introduction - Selection: Ensures competitive Advantage - Selection Procedure - Placement - Induction - Summary - Self-Assessment

Chapter 6: Human Resource Development

Structure: Introduction - Significance of Human Resource Development (HRD) - The concept of Human resource Development - Scope of HRD - Need for HRD - HRD Objectives - Functions of HRD managers - Attributes of HRD managers - Summary - Self-Assessment Questions

Chapter 7: Performance Appraisals and Development

Structure: Introduction - Strategic Management and Performance Appraisal - Meaning need and purpose of performance appraisal and development - Performance Analysis and development - Methods of Performance Appraisal - System of Performance Appraisal - Appraisal Interview - Use of performance appraisal - Problems of Performance Appraisal - Summary - Self-Assessment Questions

Chapter 8: Employees Training

Structure: Introduction - Training before employment - Stages in training - Designing the training program - Implementation - Evaluation of training program - Enhancing training effectiveness - Special Aspects of training - Summary - Self-Assessment Questions - -

Leadership and Global Business Management

Chapter 1: Glimpse of Global Management

Structure: Introduction - Glimpses of Global Business Management - Evolution of Global Business Management - Global Management Philosophies and Strategies - Global Business Traits - Summary - Self-Assessment Questions - Successful Leader Stories

Chapter 2: Leadership of Global Management

Structure: Theories of Leadership - The Essentials of Management Leadership - Managerial Leadership Styles - Summary - Self-Assessment Questions - Successful Leader Stories

Chapter 3: Philosophy of Global Management

Structure: What is Philosophy of Management - GM's Operating Philosophy - Exxon Mobil Philosophy - Wal-Mart—A Few A binding Principles of Walton - Matsushita Philosophy of Management - Shell Philosophy - Summary - Self-Assessment Questions

Chapter 4: Managing Diverse People and Culture

Structure: The Challenging Issues of Diverse People and Cultures - Defining Multiculturalism - Managing Multicultural Organization - Managing Diversity - Management: The Personal Touch - Education at the Heart - Summary - Self-Assessment Questions - Successful Leader Stories

Chapter 5: Global Human Growth Model

Structure: The Human Condition - Unemployment - Definition of Human Growth - Philosophy of Global Human Growth - Global Commitment - Global Human Resource Inventory - Education for All - Employment for All - Energizing All the Self-actualization - Empowerment of People - Global Cooperative Advantage - Global Human Vision and Future - Summary - Self-Assessment Questions

Chapter 6: Developing Future Management

Structure: Introduction - The Need and Problem of Executive Development - A Set of Objectives - Growth - Some Attitudinal Blocks - Some Essential Prerequisites - Executive Development Policy - Executive Resources Planning - Perception of Individual Needs - Executive Performance Appraisal - Inter-industry Out-company Programs - Utilisation of Trained Executives - Executive Development Research - Pursuit of Excellence – Challenges and Response - Executive Development Organisation - Communicating Executive Development Effort - Summary - Self-Assessment Questions - Successful Leader Stories

Chapter 7: Motivation

Structure: The Meaning and Definition of Motivation - The Theory and Practice of Motivation - Wal-Mart: A Model in Motivation - Motivation Efforts by a Managers - The Adrian Story - OGAWA's Philosophy and Practice of Motivating People - Summary - Self-Assessment Questions - Successful Leader Stories

Chapter 8: Dynamic of Global Management

Structure: Challenges in the Future - Matsushita Talks How Industrialisation Brings out Prosperity - The Information Superhighway under Construction - Summary - Self-Assessment Questions - Successful Leader Stories - -

Strategic Human Resource Management

Chapter 1: Strategic Human Resource Management

Structure: Role of HR in Organizations - Changing Role of HR Professionals - Building competitive advantage through people - Aligning Human resource with Strategy - Employee Engagement - Summary - Self Assessment Questions

Chapter 2: Human Resource Planning

Structure: - Introduction - Planning at different levels - Integrated strategic planning and HR - Determinants of HRP - Process of HRP - Strategies for HR Planners - Guidelines for making HR planning effective - Summary - Self Assessment Questions

Chapter 3: Talent Management

Structure: - Introduction to Talent Management - Competency Modeling - Developing Employees - Career Planning Systems - Retention of Talent - Leadership Development - Summary - Self Assessment Questions

Chapter 4: Culture Building

Structure: - Introduction to Employee Relations - Organizational design - Understanding Employee Motivation - Change Management - HR Communication - Interpersonal Effectiveness - Boundary Management in Personal and Professional Relationships - Summary - Self Assessment Questions

Chapter 5: Employee Relations

Structure: - Introduction to Employee Relations - Importance of Employee Relations - Framework for studying Employee Relations - The Psychological Contract - Retention of Talent - Grievance Handling - Employee engagement as a way to maintain employee relations - Employee Offboarding - Summary - Self Assessment Questions

Chapter 6: Sustainability and HRM

Structure: - Strategic Initiatives - Issues in HR Outsourcing - HR Challenges in Difficult times - HR Issues in Mergers and Acquisitions - Summary - Self Assessment Questions

Chapter 7: Balance Scorecard and HR Scorecard

Structure: What is a Balance Scorecard? - Who utilizes balanced scorecard? - Balanced Scorecard Perspectives - History of Balanced Scorecard - Introduction to HR Scorecard - Criticism for Balanced Scorecard - Summary - Self Assessment questions

Team Building and Leadership

Chapter 1: Concept of Group

Structure: Concept of Group - Characteristics of Group - Types of Groups - Group Structure - Group dynamics - Techniques for Managing Group Dynamics - Group Development - Group functions - Summary - Self-Assessment Questions

Chapter 2: Team Building

Structure: Why team - Teamwork - Types Of Teams - Stages Of Team Development - Team Building process - Characteristics of an effective team - Team Cohesion - Factors needed to develop Team Cohesion - Summary - Self-Assessment Questions

Chapter 3: Understanding Leadership

Structure: Introduction to Leadership - Leadership defined - Characteristics of Leadership - Importance of Leadership - Role of a Leader - Qualities of a Leader - Leadership and Management – Relationship - Leader versus Manager - Authority vs Leadership - Leadership and Motivation - Organizational Leadership - Summary - Self-Assessment Questions

Chapter 4: Theories of Effective Leadership

Structure: Introduction - Blake and Mouton's Managerial Grid - House's Path Goal Theory - Great Man Theory - Trait Theory - Leadership-Member Exchange (LMX) Theory - Transformational Leadership - Transactional Leadership - Continuum of Leadership Behavior - Likert's Management System - Hersey Blanchard Model - Fiedler's Contingency Model - Summary - Self-Assessment Questions

Chapter 5: Leadership Styles

Structure: Leadership Styles - Autocratic Leadership - Democratic Leadership - Laissez-Faire Leadership - Transformational leaders - Transactional leaders - Organic leadership - Contemporary leaders - Ethical leaders - Situational Leadership Style - Successful Leadership and Teamwork - Best Practices in Balancing Leadership and Teamwork - Developing Your Own Leadership Style - Summary - Self-Assessment Questions

Chapter 6: Leadership Skills and Traits

Structure: Leadership skills - A to Z of leadership Skills - How to become a successful Leader. - Leadership Traits of an ethical leader - Summary - Self-Assessment Questions

Chapter 7: Leadership in the Contemporary World

Structure: Leadership in the Contemporary World - Challenges to Leadership in the Contemporary World - Tips to Overcome Challenges in Leadership - Role of Communication in Overcoming Leadership Challenges - Role of Management in Overcoming Leadership Challenges - Leadership in Times of Crisis in Contemporary world - Managing in Chaos: A Necessary Skill for Managers and Leaders - Women and Leadership in Contemporary World - Summary - Self-Assessment Questions

Chapter 8: Leadership Assessment

Structure: Self-Assessment for Leadership - Advantages of Self-Assessment of Leadership Competencies - Techniques of Self-Assessment for Leadership Skills - Assessing the Strengths and Vulnerabilities for Improving Leadership Effectiveness - Summary - Self-Assessment Questions

Training and Development

Chapter 1: Effective Training and Development

Structure: Introduction - Training Objectives - Impact of Training - Outcome of Training - Emerging Challenges of HRM in 21st Century - Emerging Practices of HRM in 21st Century - The HRM Strategic View - Role of Training & Development - Organizations Choosing Training Outsourcing - Ten common traps - Core competencies - Training for functional skills for Indian organizations - Involvement of line managers in training - Summary - Self-Assessment Questions.

Chapter 2: Training Needs Analysis

Structure: Introduction - Why analyze training needs - Identification of training needs - steps to conducting a need assessment - Summary - Self-Assessment Questions.

Chapter 3: Training Design

Structure: Introduction - Perspectives for designing training - Characteristics of Effective Training Programs - Train the trainer programmers - summary - Self-assessment question

Chapter 4: Training Methods

Structure: Approaches to training - Training methodology - Delivery skills & program management - Training techniques and audio visual aid - Tips for technology training - Instrumentation of training - Audio visual material - Summary - Self-Assessment Questions

Chapter 5: Skills of Effective Trainer

Structure: Facilitation/ communication skills - Trainers knowledge & skills - Quality of a trainer - Evolving a functional training style - The power of body language - Designers & providers - Summary - Self-Assessment Questions -

Chapter 6: Evaluation of Training

Structure: Introduction - Ascertaining reaction of the participants - Measuring training effectiveness & impact - Type of evaluation technique & instruments - Evolution of training institutes - Summary - Self-Assessment Questions

Business Ethics & Corporate Governance

Chapter 1: Introduction to Ethics

Structure: Definition - Derivation - Meaning - Theories and Principles of Ethics - Importance of Ethics - Ethics and Morality - Ethics and Law - Ethical Dilemma Scenarios - Summary - Self-Assessment Questions

Chapter 2: Business Ethics

Structure: Meaning and definition of business ethics - Features of business ethics - Approaches of business ethics - Scope of business ethics - Importance of business ethics
Role of business ethics in building profitable and sustainable organizations - Case study on business ethics - Summary - Self-assessment questions.

Chapter 3: Business Practices

Structure: Concept and meaning of business practice - Factors affecting business practices in an organization - Ethical and unethical business practices - Merits of ethical business practices - Demerits of unethical business practices - Unethical business practices from an Indian scenario - Risks and costs associated with unethical business practices - Summary - Self-assessment questions

Chapter 4: Disclosure Requirements

Structure: Meaning of disclosure requirements - Objectives of disclosure - Disclosure as per the Companies act, 2013 - Disclosure as per the Listing agreement (Clause 49) - Amendments to clause 49 - Summary - Self-assessment questions.

Chapter 5: Whistleblower Policy and Insider Trading

Structure: Meaning of Whistleblowing and Whistle blower - Definition of Whistleblowing
History and Types of Whistleblowing - Whistleblower Policy-Statutory Requirements in India
Components of a Whistleblower Policy - Consequences of Whistleblowing
Protection of Whistleblowers - Whistleblower Protection Act 2011 - Insider Trading
Summary - Self-Assessment questions

Chapter 6: Values

Structure: Overview - Definition of Values - Meaning of Values - Features of Value
Functions of Values/Significance of Values - Types of Values - Difference between Values, Morals and Ethics - Causes for Deterioration of Values - Summary
Self-Assessment Questions

Chapter 7: Teaching from Scriptures

Structure: Business Ethics - Indian Values and Scriptures - Evolution of Management thought Process - Teachings from the Ramayana - Teachings from the Holy Quran - Teachings from the Holy Bible - Teachings from the Bhagavad Gita - Other Scriptures - Summary - Self-Assessment Questions

Chapter 8 – Corporate governance

Structure: Definitions of Corporate Governance - Features of Corporate Governance
Objectives of Corporate Governance - Advantages of Corporate Governance - Main hurdles that the Corporate Governance Focuses on - Components of Corporate Governance - Principles of Good Corporate Governance - Role of Securities and Exchange Board of India (SEBI) in Corporate Governance - Summary - Self-Assessment Questions

Chapter 9: Evolution of Corporate Governance

Structure: Expansion of Corporate Governance in Abroad - Advancement and Progress of Corporate Governance in India - Summary - Self-Assessment Questions

Chapter 10: Recommendations of various Committees on

Structure: Cadbury Committee Report - Report by Kumar Mangalam Birla Committee

CII Report - OECD Report - Narayana Murthy Committee Report

Malhotra Committee Report on Insurance Sector Reforms - Narasimham Committee on Banking Sector Reforms - Summary - Self-Assessment Questions

Chapter 11: Various Committees for Effective Corporate Governance

Structure: Audit Committee - Remuneration Committee - Executive Committee

Nomination Committee - Advisory Committee - Shareholder/Investor Grievance Committee - Board of Director Committee – Summary - Self-Assessment Questions

Chapter 12: Corporate Governance in Banks

Structure: Source of Indian Banking System - Corporate Governance in Banks - Objectives of Corporate Governance in Banks - Need of Corporate Governance in Banks - Various Committees on Corporate Governance in Banks - Key Principles Recommended by Basel Committee to Enhance Corporate Governance in Sector - Suggestions to Build up Effective Corporate Governance in Banks - Measures taken by Banks Towards Implementation of best Practices - Measures taken by RBI Towards Corporate Governance - Hurdles for Good Governance in the Banking Sector - Corporate Governance and Cooperative Banks - Summary - Self-assessment Questions

Chapter 13: Corporate Governance in Insurance industry

Structure: Genesis of Indian Insurance Industry - IRDA Act, 1999 - Principles Governing the Life Insurance Sector - Code of Best Practices for Life Insurance Companies - Key Ethical Issues in Insurance Sector - Importance of Corporate Governance in the Insurance Sector - Summary - Self-Assessment Questions

Chapter 14: Corporate Governance in Globalised Economy

Structure: Introduction - Evolution of Corporate Governance in Globalised Economy - Importance of Policy Framework in Corporate Governance - Role of OECD for Effective Corporate Governance in Globalised Economy - International Corporate Governance Approach - Codes of Conduct for Multinationals - Benefits of Effective Corporate Governance in Globalised Economy - Challenges of Multinationals - Solution for Effective Corporate Governance in Globalised Economy - Summary - Self-Assessment Questions

Chapter 15: Code of Conduct

Structure: Meaning - Why Code of Conduct- Reasons - Factors considered framing code of conduct - Procedure – How it can be evolved? - Highlights of Code of Conduct - Corporate Codes - Steps Involved in Implementation of Code of Ethics - Measures to Improve Ethical Conduct of Business - Measures for Effective Implementation of Ethical Standards and Morals - Summary - Self-Assessment Questions

Chapter 16: Code of Conduct for Banks

Structure: Introduction - Growth of IBA Code from GRACE - Nature of IBA Code - Objectives of Code of Conduct for Banks - IBA Code for Banking Practice - Summary - Self-Assessment Questions

Chapter 17: Introduction to Corporate Social Responsibility

Structure: Meaning and Definition of Corporate Social Responsibility (CSR) - Nature of CSR - Different Levels at which Companies undertake CSR Responsibilities - Scope of CSR - Ways of Contributing to CSR - Models of CSR - Importance of CSR - Difficulties in Developing CSR - Corporate Governance and CSR - Summary - Self-Assessment Questions

Chapter 18: Arguments for And Against CSR

Structure: Meaning and Definition of Social Responsibility - Arguments for/Need for Social Responsibilities - Arguments against Social Responsibility of Business - Summary - Self-Assessment Questions

Chapter 19: Social Responsibility Towards Different Stakeholders

Structure: Concept of Social Responsibility - Classification Stakeholders-Pictorial representation - Responsibility towards Various Stakeholders - Expectation of Stakeholders - Summary - Self-Assessment Questions

Chapter 20: CSR Initiatives

Structure - Concept of CSR Initiatives - Advantages of CSR Initiatives - Weakness of CSR Initiatives - CSR in the Indian Context - CSR Initiatives by Indian Companies - Survey in Regard to CSR Initiatives - Summary - Self-Assessment Questions

Chapter 21: CSR Towards Social Organisations

Structure: Introduction - Concept of Social Organisation - Contemporary Social Issues - Importance of CSR in Current Society - Value Approach to CSR - Systematic Approach for Managing Social Responsibility - Implementation of CSR - Steps for Integrating CSR within all Aspects of Operations - Summary - Self-Assessment Questions

Chapter 22: Corruption

Structure: Definitions of Corruption - Sets of Corruption - Root of Corruption - Impression of Corruption - Cure for Corruption - Corruption Perception Index - Zero Tolerance of Corruption - Corruption- Indian perspective - Summary - Self-Assessment Questions

Chapter 23: Frauds in Banks

Structure: Introduction of Frauds - Definition of Frauds as Indian Penal Code - Definition of Frauds as Indian Contract Act - Key Elements of Frauds - Different Areas of Frauds in Banks - Parties Involved in Frauds in Banks - Prevention of Frauds Committed by Employees - Detection of Frauds Committed by Employees - Summary - Self-Assessment Questions

Chapter 24: Frauds in Insurance Industry

Structure: Introduction of Fraud in Insurance Sector - Definition of Frauds in Insurance Sector - Frauds in the Insurance Sector - Prevention of Frauds in Insurance Sector - Employee training for fraud prevention - Whistle blowing of Fraud - Summary - Self-Assessment Questions

Chapter 25: Scams and Scandals

Structure: Introduction - Definition of Scam and Scandals - Overview of Scams and Scandals - Summary - Self-Assessment Questions

Chapter 26: Competition Act, 2002

Structure: Why MRTP was replaced? - Formation of Competition Act, 2002 - Objectives of Competition Act, 2002 - Competition Commission of India - Components of Competition Act - Comparison between MRTP Act and Competition Act - Competition Bill, 2012 - Summary - Self-Assessment Questions

Chapter 27: Intellectual Property Rights

Structure: Introduction - Objectives/Need - Different Intellectual Property Rights(IPR) - Benefits of Intellectual Property Rights - Scenario of IPR in India - Summary - Self-Assessment Questions

Chapter 28: Cyber Crime

Structure: Introduction - Definitions of Cyber Crime - Types of Cyber Crime - Prevention of Cyber Crime - Summary - Self-Assessment Questions

Year 2: Elective – Information Technology

Business Ethics & Corporate Governance

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Structure: Definition - Derivation - Meaning - Theories and Principles of Ethics - Importance of Ethics - Ethics and Morality - Ethics and Law - Ethical Dilemma Scenarios - Summary - Self-Assessment Questions

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Database Management Systems

Chapter 1: Basic Concepts

Structure: Database and Database Users - Database Designer - Application Programmer - End users - Conventional File system vs DBMS - Characteristics of DBMS - DBMS Utilities - Limitations of DBMS - Database schemas and instances: - DBMS Architecture - Query Processor Components - Storage Manager Components - Data Structures - Data Independence - Summary - Self-Assessment Questions

Chapter 2: Database Design Using ER Model

Structure: Data Models - ER model for conceptual Design - Relationships, Relationship sets - Mapping Cardinalities - Types of keys - ER -Diagram - Summary - Self-Assessment Questions

Chapter 3: Relational Model

Structure: Relational Data Model - Relational Algebra - SQL- A Relational Database Language - Indexing - Views - Security in SQL - Triggers - Summary - Self-Assessment Questions

Chapter 4: Conventional Database Design

Structure: Network Data Models and IDMS Systems - Hierarchical Data model - Summary - Self-Assessment Questions - Chapter 5: Relational Database Design

Structure: Introduction - Functional Dependency - Undesirable Properties of a Bad Database Design - E.F.Codd's rules - Steps followed by Application Developer - Normalization process - Denormalization - Lossless Joins - Decompositions - Summary - Self-Assessment Questions

Chapter 6: Storage and File Structure

Structure: Introduction - Overview of physical storage media - Magnetic Disks - RAID - Tertiary Storage - Storage Access - File Organization - Organization of records in Files - Data Dictionary Storage - Factors Used for Evaluation of the Above Techniques - Summary - Self-Assessment Questions

Chapter 7: Transaction and Concurrency Control

Structure: Concept of transaction - Properties of transaction - State of transaction - Implementation of atomicity and durability - Concurrent execution - Concurrency control technique - Concurrency control - Summary - Self-Assessment Questions

Chapter 8: Crash Recovery and Backup

Structure: Why recovery is needed - Storage structure - Recovery and atomicity - Failure with loss of non volatile storage - Recovery from catastrophic failure - Remote backup system - Summary - Self-Assessment Questions

Chapter 9: Security and Privacy

Structure: Introduction - Discretionary access control method - Mandatory access control method - Uses of views in security enforcement - Overview of encryption technique for database - Statistical database security - Summary - Self-Assessment Questions

Chapter 10: No-SQL Databases

Structure: A relational Database Management System - NoSQL Emerged from a need - What is NoSQL? - Summary - Self-Assessment Questions

Entrepreneurship & Innovation Management

Chapter 1: Introduction

Structure: Explain, define and understand entrepreneurship - Explain, define and understand entrepreneur - Describe the nature of entrepreneurship - Explain the need of entrepreneurship - Discuss the relationship between Entrepreneurship and Management - Describe the role and functions of entrepreneurship - Discuss the various types of entrepreneurs - Summary - Self-Assessment Questions

Chapter 2: Women Entrepreneurship

Structure: Understand women entrepreneurship and its importance - To understand the contribution of women entrepreneurs in economic empowerment - Understand the concept of women entrepreneurs - To learn the various categories of women entrepreneurs in India - Explain the emergence of women entrepreneurs and its development in different decades - Describe the functions of women entrepreneur - Discuss the growth of women entrepreneurs at the national and global level - Challenges faced by women entrepreneurs - Role of government to develop Women Entrepreneurs in India - Summary - Self-Assessment Questions

Chapter 3: Creating and Starting the Venture

Structure: Understand the checkpoints before starting a venture - To describe the stages in starting a new venture - Defining the business opportunity - Makeup of a business opportunity - How to identify business opportunities? - Great sources of idea generation for new product development - Idea assessment and business development process - Process of setting up a business enterprise - Understand the criteria to select the best idea - Summary - Self-Assessment Questions

Chapter 4: Setting up New Venture

Structure: Study the role of SSI in Indian economy - Describe the major industries in small scale sector - Understand the importance of small- scale industries micro small and medium enterprises - Discuss MSMEs contribution to the economy - Understand the registration procedure of MSMEs - Describe forms of business organization - Explain value-added tax - Summary - Self-Assessment Questions

Chapter 5: Entrepreneurial Support

Structure: To study and learn about Government of India's Support for Innovation and Entrepreneurship in India - Government Support for entrepreneurship via Programmes & Schemes - Skills Development & Training for Entrepreneurship Education - Describe the role and support of SIDO, NAYE, SBI, DIC, SIDBI, SFCs, NSIC - The role of National Bank for Agriculture and Rural Development in rural entrepreneurship - Schemes and Programs of Khadi and Village Industries Commission - Goa Handicraft Rural and Small-Scale Industries Development Corporation (GHRSSIDC) - Goa- Industrial Development Corporation its functions and powers - Summary - Self-Assessment Questions

Chapter 6: Taxation Benefits

Structure: To describe the Government taxation support for the SSI - To understand the Taxation and its Benefits to Small Scale Entrepreneurs - To describe the concessions/exemptions available for SSI - To understand the conditions which are not eligible for SSI concessions? - Provisions related to Brand Name under SSI exemption scheme - Income Tax Benefits under Income Tax Act 1961 for SSI - The rules for claiming the deduction of investment allowance by an entrepreneur - An overview of MSME BUDGET and benefits to entrepreneurship and MSMEs in particular - Preparedness for GST (Goods and Services Tax) in the Ministry of MSME - Summary - Self-Assessment Questions

Chapter 7: Innovation in Entrepreneurship

Structure: To describe the role of innovation in entrepreneurship - To understand between the difference of purposeful innovation and systematic innovation - Explain how entrepreneurs innovate - Understand the concept of social innovation and economic innovation - The seven sources for innovative opportunity - Knowledge-based innovation - The characteristics of knowledge-based innovation - What knowledge-based innovation requires - Principles of innovation - The conservative innovator - Summary - Self-Assessment Questions

Chapter 8: Business Incubation

Structure: Learn about business incubation: Definition and objectives of business incubation - Understand the services provided by incubator - Describe who can be incubatees and what incubatee needs - Understand how incubators can improve the start-up ecosystem in India - Know whom incubators incubate - Discuss the indicators to best assess the businesses to be incubated - Know the possible investors who would encourage support of new technology - Describe history of business incubation - Illustrate the benefits of business incubation - Provide an overview of global and Indian business incubation - Describe the process designing of business incubation programs - Explain the stages of business incubation development: - Describe formation of a business incubator - Discuss the barriers of incubation in India - Summary - Self-Assessment Questions

Management Information System and Business Intelligence

Chapter 1: System and Information Concepts

Structure: General System Model - Types of Systems - Subsystems - Feedback Control - Organizational Structure and Function - Systems approach to Organization - Law of Requisite Variety - Control by Exception - Information Concepts - Quality of Information - Summary - Self-Assessment Questions

Chapter 2: Management Information System

Structure: Management Information System: Introduction - Definition and Meaning - Role of the Management Information System - MIS and Other Academic Disciplines - Structure of MIS based on Management Activity and Functions - Systems Concept of MIS - Summary - Self-Assessment Questions

Chapter 3: Decision Making Systems, Modeling and Analysis

Structure: Decision making Definition and Concept - Phases of Decision making Process - Modeling Process - Static and Dynamic Models - Sensitivity Analysis - Heuristic Programming - Simulation - Summary - Self-Assessment Questions

Chapter 4: Decision Support System

Structure: Definition of Decision Support System - Characteristics and Capabilities of DSS - Application of DSS - Case 1: Decision support: Informing flood management - Case 2: Tibco Spot fire - Summary - Self-Assessment Questions

Chapter 5: Expert System

Structure: Basic Concepts of Expert System - Expert System Architecture - How Expert Systems Work - Expert System Applications - Comparison - Case Study 1: Mycin - Case 2: Enhancement in Utilization of Government Schemes by Expert System - Summary - Self-Assessment Questions

Chapter 6: Executive Information and Support System

Structure: Enterprise and Executive Information Systems: Concept and Definition - Enterprise and Executive Support Systems: Concept and Definition - Need for Executive Information Systems - Characteristics of Executive Information Systems - Integrated EIS and DSS - EIS Implementation - ESS Applications - Case: "ESS: A Better Example" - Summary - Self-Assessment Questions

Chapter 7: Business Intelligence

Structure: Problems Faced by Corporate Bodies and Introduction - Data Mart - Data Warehousing and Mining - Data Visualization and Presentation - Designing a Physical Database - Deploying and Supporting the BW/BI System - BI Architecture: Spreadsheets - OLAP - Decision Engineering - LIS - BI Tools - Concept of Dashboard - BI Applications in Various Domains - BI Analytic - Introduction to XL-Miner - Case 1 - Case 2 - Summary - Self-Assessment Questions

System Analysis & Design

Chapter 1: System Concepts and Information Systems Environment

Structure: Introduction - System analysis - System design - System - Delineating Systems - Products and Tools - Analytical Representation of a System - Types of Systems - Characteristics of system - System models - Categories of information - Transaction processing system - Management information system - Decision support systems - Systems that require Engineering - System Engineering

Chapter 2: System Development Life Cycle

Structure: Introduction - Phases of SDLC - Life cycle of System analysis and design - Determination of System's Requirements - System/Software Design Phase In SDLC: - Development of Software: Coding Stage/Phase In SDLC: - System testing - SDLC: Implementation and Maintenance in Software Life Cycle - Error Distribution with Phases in Software Development Life Cycles - System analyst - Different types of SDLC - Summary - Self-Assessment Questions

Chapter 3: System Planning and Initial Investigation

Structure: Requirements determination - Structured analysis - Structured analysis tools - Summary - Self-Assessment Questions

Chapter 4: Information Gathering Techniques

Structure: Introduction - Interviewing - Questionnaires - Review of Records - Procedures and Forms - Observation - Joint Application Development - Secondary research or background reading - Summary - Self-Assessment Questions

Chapter 5: Tools of Structured Analysis

Structure: Data flow diagrams - Context diagram - Data Dictionary - Decision Trees - Decision Tables - Structured English - Pseudo code - Guidelines for selecting appropriate tools - Summary - Self-Assessment Questions

Chapter 6: System Design

Structure: System Design - Types of system Design - File organization - File access - Types of files used in an Organizational system - Documentation control - Types of documentation - Design strategies - Structured design - Modularization - Structured charts - Factors affecting system complexity - Summary - Self-Assessment Questions

Chapter 7: Forms and Report Design

Structure: Input Design - Output design - Forms design - Testing and quality assurance - Quality assurance - Summary - Self-Assessment Questions

Chapter 8: System Implementation and Maintenance

Structure: Introduction - Training - Training methods - Conversation - Post Implementation Evaluation Review - System Maintenance / Enhancement - Summary - Self-Assessment Questions

Chapter 9: CASE Tools for System Development

Structure: Introduction - CASE Tools - Components of CASE tool - Scope of CASE tools - CASE Tool Types - Summary - Self-Assessment Questions

Chapter 10: Audit and Security of Computer System

Structure: System audit - Security - Computer security - Summary - Self-Assessment Questions

Chapter 11: Management Information System

Structure: Introduction - Objectives of MIS - Characteristics of MIS - Characteristics of Computer MIS - Nature and scope of MIS - Transaction processing system - Management Information system - Decision support system - Summary - Self-Assessment Questions

Business Ethics & Corporate Governance

Chapter 1: Introduction to Ethics

Structure: Definition - Derivation - Meaning - Theories and Principles of Ethics - Importance of Ethics - Ethics and Morality - Ethics and Law - Ethical Dilemma Scenarios - Summary - Self-Assessment Questions

Chapter 2: Business Ethics

Structure: Meaning and definition of business ethics - Features of business ethics - Approaches of business ethics - Scope of business ethics - Importance of business ethics
Role of business ethics in building profitable and sustainable organizations - Case study on business ethics - Summary - Self-assessment questions.

Chapter 3: Business Practices

Structure: Concept and meaning of business practice - Factors affecting business practices in an organization - Ethical and unethical business practices - Merits of ethical business practices - Demerits of unethical business practices - Unethical business practices from an Indian scenario - Risks and costs associated with unethical business practices - Summary - Self-assessment questions

Chapter 4: Disclosure Requirements

Structure: Meaning of disclosure requirements - Objectives of disclosure - Disclosure as per the Companies act, 2013 - Disclosure as per the Listing agreement (Clause 49) - Amendments to clause 49 - Summary - Self-assessment questions.

Chapter 5: Whistleblower Policy and Insider Trading

Structure: Meaning of Whistleblowing and Whistle blower - Definition of Whistleblowing
History and Types of Whistleblowing - Whistleblower Policy-Statutory Requirements in India
Components of a Whistleblower Policy - Consequences of Whistleblowing
Protection of Whistleblowers - Whistleblower Protection Act 2011 - Insider Trading
Summary - Self-Assessment questions

Chapter 6: Values

Structure: Overview - Definition of Values - Meaning of Values - Features of Value
Functions of Values/Significance of Values - Types of Values - Difference between Values, Morals and Ethics - Causes for Deterioration of Values - Summary
Self-Assessment Questions

Chapter 7: Teaching from Scriptures

Structure: Business Ethics - Indian Values and Scriptures - Evolution of Management thought Process - Teachings from the Ramayana - Teachings from the Holy Quran - Teachings from the Holy Bible - Teachings from the Bhagavad Gita - Other Scriptures - Summary - Self-Assessment Questions

Chapter 8 – Corporate governance

Structure: Definitions of Corporate Governance - Features of Corporate Governance
Objectives of Corporate Governance - Advantages of Corporate Governance - Main hurdles that the Corporate Governance Focuses on - Components of Corporate Governance - Principles of Good Corporate Governance - Role of Securities and Exchange Board of India (SEBI) in Corporate Governance - Summary - Self-Assessment Questions

Chapter 9: Evolution of Corporate Governance

Structure: Expansion of Corporate Governance in Abroad - Advancement and Progress of Corporate Governance in India - Summary - Self-Assessment Questions

Chapter 10: Recommendations of various Committees on

Structure: Cadbury Committee Report - Report by Kumar Mangalam Birla Committee

CII Report - OECD Report - Narayana Murthy Committee Report

Malhotra Committee Report on Insurance Sector Reforms - Narasimham Committee on Banking Sector Reforms - Summary - Self-Assessment Questions

Chapter 11: Various Committees for Effective Corporate Governance

Structure: Audit Committee - Remuneration Committee - Executive Committee

Nomination Committee - Advisory Committee - Shareholder/Investor Grievance Committee - Board of Director Committee – Summary - Self-Assessment Questions

Chapter 12: Corporate Governance in Banks

Structure: Source of Indian Banking System - Corporate Governance in Banks - Objectives of Corporate Governance in Banks - Need of Corporate Governance in Banks - Various Committees on Corporate Governance in Banks - Key Principles Recommended by Basel Committee to Enhance Corporate Governance in Sector - Suggestions to Build up Effective Corporate Governance in Banks - Measures taken by Banks Towards Implementation of best Practices - Measures taken by RBI Towards Corporate Governance - Hurdles for Good Governance in the Banking Sector - Corporate Governance and Cooperative Banks - Summary - Self-assessment Questions

Chapter 13: Corporate Governance in Insurance industry

Structure: Genesis of Indian Insurance Industry - IRDA Act, 1999 - Principles Governing the Life Insurance Sector - Code of Best Practices for Life Insurance Companies - Key Ethical Issues in Insurance Sector - Importance of Corporate Governance in the Insurance Sector - Summary - Self-Assessment Questions

Chapter 14: Corporate Governance in Globalised Economy

Structure: Introduction - Evolution of Corporate Governance in Globalised Economy - Importance of Policy Framework in Corporate Governance - Role of OECD for Effective Corporate Governance in Globalised Economy - International Corporate Governance Approach - Codes of Conduct for Multinationals - Benefits of Effective Corporate Governance in Globalised Economy - Challenges of Multinationals - Solution for Effective Corporate Governance in Globalised Economy - Summary - Self-Assessment Questions

Chapter 15: Code of Conduct

Structure: Meaning - Why Code of Conduct- Reasons - Factors considered framing code of conduct - Procedure – How it can be evolved? - Highlights of Code of Conduct - Corporate Codes - Steps Involved in Implementation of Code of Ethics - Measures to Improve Ethical Conduct of Business - Measures for Effective Implementation of Ethical Standards and Morals - Summary - Self-Assessment Questions

Chapter 16: Code of Conduct for Banks

Structure: Introduction - Growth of IBA Code from GRACE - Nature of IBA Code - Objectives of Code of Conduct for Banks - IBA Code for Banking Practice - Summary - Self-Assessment Questions

Chapter 17: Introduction to Corporate Social Responsibility

Structure: Meaning and Definition of Corporate Social Responsibility (CSR) - Nature of CSR - Different Levels at which Companies undertake CSR Responsibilities - Scope of CSR - Ways of Contributing to CSR - Models of CSR - Importance of CSR - Difficulties in Developing CSR - Corporate Governance and CSR - Summary - Self-Assessment Questions

Chapter 18: Arguments for And Against CSR

Structure: Meaning and Definition of Social Responsibility - Arguments for/Need for Social Responsibilities - Arguments against Social Responsibility of Business - Summary - Self-Assessment Questions

Chapter 19: Social Responsibility Towards Different Stakeholders

Structure: Concept of Social Responsibility - Classification Stakeholders-Pictorial representation - Responsibility towards Various Stakeholders - Expectation of Stakeholders - Summary - Self-Assessment Questions

Chapter 20: CSR Initiatives

Structure - Concept of CSR Initiatives - Advantages of CSR Initiatives - Weakness of CSR Initiatives - CSR in the Indian Context - CSR Initiatives by Indian Companies - Survey in Regard to CSR Initiatives - Summary - Self-Assessment Questions

Chapter 21: CSR Towards Social Organisations

Structure: Introduction - Concept of Social Organisation - Contemporary Social Issues - Importance of CSR in Current Society - Value Approach to CSR - Systematic Approach for Managing Social Responsibility - Implementation of CSR - Steps for Integrating CSR within all Aspects of Operations - Summary - Self-Assessment Questions

Chapter 22: Corruption

Structure: Definitions of Corruption - Sets of Corruption - Root of Corruption - Impression of Corruption - Cure for Corruption - Corruption Perception Index - Zero Tolerance of Corruption - Corruption- Indian perspective - Summary - Self-Assessment Questions

Chapter 23: Frauds in Banks

Structure: Introduction of Frauds - Definition of Frauds as Indian Penal Code - Definition of Frauds as Indian Contract Act - Key Elements of Frauds - Different Areas of Frauds in Banks - Parties Involved in Frauds in Banks - Prevention of Frauds Committed by Employees - Detection of Frauds Committed by Employees - Summary - Self-Assessment Questions

Chapter 24: Frauds in Insurance Industry

Structure: Introduction of Fraud in Insurance Sector - Definition of Frauds in Insurance Sector - Frauds in the Insurance Sector - Prevention of Frauds in Insurance Sector - Employee training for fraud prevention - Whistle blowing of Fraud - Summary - Self-Assessment Questions

Chapter 25: Scams and Scandals

Structure: Introduction - Definition of Scam and Scandals - Overview of Scams and Scandals - Summary - Self-Assessment Questions

Chapter 26: Competition Act, 2002

Structure: Why MRTP was replaced? - Formation of Competition Act, 2002 - Objectives of Competition Act, 2002 - Competition Commission of India - Components of Competition Act - Comparison between MRTP Act and Competition Act - Competition Bill, 2012 - Summary - Self-Assessment Questions

Chapter 27: Intellectual Property Rights

Structure: Introduction - Objectives/Need - Different Intellectual Property Rights(IPR) - Benefits of Intellectual Property Rights - Scenario of IPR in India - Summary - Self-Assessment Questions

Chapter 28: Cyber Crime

Structure: Introduction - Definitions of Cyber Crime - Types of Cyber Crime - Prevention of Cyber Crime - Summary - Self-Assessment Questions

E-Commerce

Chapter 1: Fundamentals of Electronic Commerce (E-Commerce)

Structure: Introduction to Commerce & Limitations of Traditional Commerce - Electronic Commerce - Foundation & Evolution of E-Commerce - Dimensions of E-Commerce - Activities, Goals & Functions of E-Commerce - Importance & Benefits of E-Commerce - Features of E-Commerce Technology - Scope of E-Commerce - Advantages And Disadvantages of E-Commerce - Applications of E-Commerce - Challenges of E-Commerce - E-Commerce Process - Electronic Business - Significance, Advantages, Limitations & Tools of E-Business - E-Business vs. E-Commerce - Summary - Self Assessment Questions

Chapter 2: Business Models of E-Commerce

Structure: Introduction - Key Elements of a Business Model - Basic E-Commerce Business Models - E-Commerce Business Models Based On Inventory Management - Product Models of E-Commerce - E-Service - E-Commerce Strategy - Critical Factors for E-Commerce Success - E-Commerce- Building, Factors for Successful E-Commerce, What Not to Do for E-Commerce, Reasons for E-Commerce Failure - Mobile Commerce - Summary - Self Assessment Questions

Chapter 3: Internet And World Wide Web

Structure: Introduction - Evolution of Internet - Key Concepts of Internet - Client-Server Computing - Internet Tools - Internet for Business - Fundamentals of World Wide Web (Web, WWW or W3) - WWW Technologies - Intranets and Extranets - Internet Service Providers - Limitations of Today's Internet & Future of The Internet Infrastructure - Cloud Computing Model for Internet - Web 2.0 Features and Services - Mobile Apps - Summary - Self Assessment Questions

Chapter 4: Electronic Payment Systems

Structure: Introduction - Types of Payment Systems - Traditional Payment System - Electronic Payment Systems - Electronic Payment Methods - Secure Electronic Payment System Infrastructure - Security Requirements in Electronic Payment Systems - Managerial Issues In Electronic Payment Systems - Electronic Payment System in India - Future of Electronic Payments Systems - Mobile Payment - Emerging E-Commerce Payment Systems and Issues - Self Assessment Questions

Chapter 5: E-Commerce Applications

Structure: Electronic Banking (E-Banking) - Electronic Retailing (E-Retailing) - Electronic Publishing (E-Publishing/ Online Publishing) - Internet Marketing - Electronic Government - E-CRM - Summary - Self Assessment Questions

Chapter 6: Innovative Electronic Commerce Systems

Structure: Mobile Commerce: Concepts, Attributes, Applications, and Benefits - Social Commerce - Future Trends of E-Commerce - Summary - Self Assessment Questions

Enterprise Resource Planning

Chapter 1: Overview of ERP

Structure: Introduction - Evolution of ERP - Various Modules Of ERP - Definition of ERP - ERP Characteristics - Need of ERP - Advantages of ERP - Disadvantages of ERP - Benefit of ERP - ERP Architecture - Summary - Self-Assessment Questions

Chapter 2: ERP and Related Technologies

Structure: Introduction - Business Process Re-Engineering (BPR) - Management Information System (MIS) - Decision Support System (DSS) - Executive Support System (ESS) - Data Warehouse - Data Mining - On-Line Analytical Processing (OLAP) - Supply Chain Management (SCM) - Customer Relationship Management (CRM) - Extended ERP (ERP-II) - BI and ERP - Summary - Self-Assessment Questions

Chapter 3: ERP Modules and Vendors

Structure: ERP Modules - Operating Systems for ERP - ERP Financial Module - ERP Module for Production Planning, Control and Management - ERP Module for Sales and Distribution. - ERP Module for Human Resource Management. - ERP Module for Inventory Control System. - ERP Modules for Materials Management - ERP-Quality Management - ERP Market - SAP AG - BAAN COMPANY - ORACLE CORPORATION - PEOPLESOFT - J.D. Edwards - WORLD SOLUTIONS COMPANY - SYSTEM SOFTWARE ASSOCIATES, INC. (SSA) - QAD - A COMPARATIVE ASSESSMENT AND SELECTION OF ERP PACKAGES AND MODULES. - VENDOR APPROACHES TO OWNERSHIP EXPERIENCE - Comparison of current ERP Vendors - Comparison of current ERP Packages. - Disadvantages of Non-ERP system. - Summary - Self-Assessment Questions

Chapter 4: ERP Implementation Life Cycle

Structure: Introduction to ERP Implementation Life Cycle - Successful Project Implementation factors - The Project Life Cycle - ERP Implementation Life Cycle - Issues in Implementing ERP Packages - Implementation is not satisfactory reasons - Pre-Evaluation Screening - Package Evaluation - The selection criteria - Finally selection - Project Planning Phase - Software Selection Process - GAP ANALYSIS - CONFIGURATION - Significance of ERP Implementation - Team Training - TESTING - Fitting - Tooling - END-USER TRAINING - In-House Implementation - Pros and Cons - Risk / Failure factors in ERP Implementation - Performing a Security Risk Assessment - Pitfalls/Lessons Learned - Summary - Self-Assessment Questions

Chapter 5: Contemporary Trends in ERP

Structure: Salient Features of ERP - E-Procurement - E-Logistics - Internet Auctions - Web Enabling - E-Commerce - Wireless ERP - Cloud ERP - Service-Oriented Architecture (SOA) - Summary - Self-Assessment Questions

Chapter 6: Case Studies in ERP

Structure: ERP Post-Implementation Activities - Case Studies of ERP - ERP customization - Summary - Self-Assessment Questions

Networking Concepts

Chapter 1: Basic Concepts

Structure: Introduction - Data Processing - Data Communication - Computer Network - Network Architecture - Network Application - Internetwork - Protocol Standard - Network - Distributed Processing - Network Criteria - Performance - Reliability - Security - Properties of Good Network - Physical Structure - Type of Connection - Topology - Bus Topology - Ring Topology - Star Topology - Tree Topology - Mesh Topology - Hybrid Topology - Transmission Modes - Simplex Mode - Half Duplex Mode - Full Duplex Mode - Computer Network Types - Personal Area Network (PAN) - Local Area Network (LAN) - Metropolitan Area Network (MAN) - Wide Area Network (WAN) - Summary - Self-Assessment Questions

Chapter 2: The OSI Reference Model

Structure: Introduction - Layered Tasks - OSI Reference Model - Functions of Each Layer - Devices used at different levels - Features of OSI Model - Merits and Demerits of OSI Reference Model - ISO/OSI Model in Communication Networks - TCP/ IP Reference Model - Similarities between OSI Reference and TCP/IP Reference Model - Comparison of OSI Reference Model and TCP/IP Reference Model - Summary - Self-Assessment Questions -

Chapter 3: Networking and Internet Working Devices

Structure: Network Repeater - Bridge - Network Router - Brouter - Gateway - Routing - Summary - Self-Assessment Questions

Chapter 4: Transport Layer

Structure: Introduction - Functions - Services - End to End Communication - Transmission Control Protocol - User Datagram Protocol - Requirements of UDP - Features - UDP Header - UDP Application - Summary - Self-Assessment Questions -

Chapter 5: Upper OSI Layer

Structure: Session Layer - Presentation Layer - Application Layer - Summary - Self-Assessment Questions

Chapter 6: Transmission Control Protocol / Internet Protocol (TCP / IP)

Structure: Introduction - How does TCP/IP work? - Development of TCP/IP - Why TCP/IP? - TCP/IP as an Open Standard - Request for Comment (RFC) - Internet Network Information Center - IP Address - IPv4 vs IPv6 - IP Address Classes and Their Formats - Relationship of the IP Address to the Physical Address - Domain Name - The TCP/IP Protocol Suite - Network Interface - Summary - Self-Assessment Questions

Chapter 7: Emerging Technologies

Structure: Internet Telephony - IP Telephony - Computer Telephony Integration (CTI) - Call Center - Virtual Call Center - Call Logging - Chatting - Summary - Self-Assessment Questions

Year 2: Elective – Marketing Management

Business Policy and Strategic Management

Chapter 1: Fundamentals of Strategic Management

Structure: Introduction - Definition, Meaning and Scope of Strategy - Definition, Meaning and Scope of Business Policy - Evolution of Strategic Management - Mintzerb's 5 Ps of strategy - Summary - Key Words - Self Assessment Questions

Chapter 2: Strategy Formulation and Strategic Intent

Structure: Introduction - Steps in Strategy Formulation - Vision statement - Mission Statement - Objectives, Goals and Targets - Classification of Objectives - Top Down and Bottom Up Approaches - Summary - Key Words - Self Assessment Questions

Chapter 3: Environment Analysis

Structure: Introduction - Firm Environment Fit - Environment Analysis - Micro Environment Analysis - Macro Environment Analysis - Political Environment - Economical Environment - Social Environment - Technological Environment - Ecological Environment - Legal Environment - Summary - Key Words - Self Assessment Questions

Chapter 4: Types of Strategies

Structure: Introduction - Generic Strategies. Low Cost, Differentiation and Focus - Corporate level strategy - Business Unit Level Strategy - Growth Strategies - Stability Strategies - Outsourcing Strategies - Avoidable Strategies - Research & Development Strategy - Summary - Key Words - Self Assessment Questions

Chapter 5: Functional Strategies

Structure: Introduction - Strategic Finance Management - Strategic Human Resource Management - Strategic Marketing Management - Strategic Operations Management - Summary - Key Words - Self Assessment Questions

Chapter 6: Strategic Information Technology Management Strategy Implementation

Structure: Introduction - Strategy Formulation and Implementation - Steps in Strategy Implementation - Approaches in Strategy Implementation - Resource Allocation - Mckinesey's 7 S frame work - Summary - Key Words - Self Assessment Questions

Chapter 7: Strategy Evaluation and Control

Structure: Introduction - Operational control - Strategic control - Effective evaluation system - Summary - Key Words - Self Assessment Questions -

Consumer Behaviour

Chapter 1: Introduction to Consumer Behaviour

Structure: Introduction - Meaning of Consumer Behaviour - Concept, Scope and importance of Consumer Behaviour - Customer Vs. Consumer - Evolution of Consumer Behaviour - Consumer Research Process - Applications of Consumer Behaviour - Factors Affecting Consumer Behaviour - Psychological Process of behavior - Consumerism - Consumer Rights - Consumer behavior in the era of digital Marketing - Consumer Privacy - Ethics and Consumer Behaviour - Summary - Key Words - Self-Assessment Questions

Chapter 2: Personality and Consumer Behaviour

Structure: Introduction - Meaning and Concept of Personality - Characteristics of Personality - Determinants of Personality - Theories of Personality - Applications of Personality concepts in Marketing - Brand Personality - Product Personality - Self-Concept - The Myers-Briggs Type Indicator (MBTI) - The Big Five personality traits - 16 Personality Factors - Holland Occupational Themes (RIASEC) - Summary - Key Words - Self-Assessment Questions - - -

Chapter 3: Consumer Attitude

Structure: Introduction - Definition and Meaning of Consumer Attitude - Concept - Scope - Characteristics and importance of Consumer Attitude - Components of Attitude - Sources of Attitude Formation - Relationship between Attitude and Consumer Behaviour - Models of attitudes - Strategies to Change Attitude - Summary - Key Words - Self-Assessment Questions

Chapter 4: Learning and Consumer Behaviour

Structure: Introduction - Meaning and definition of Learning - Elements of Consumer Learning - Behavioral Learning Theories and their Marketing Applications - Cognitive Learning Theory - Involvement Theory - Pavlovian Learning Model - Measures of Consumer Learning - Summary - Self-Assessment

Chapter 5: Consumer Perception

Structure: Introduction - Meaning and definition of Consumer Perception - Factors affecting Perception - Elements of Consumer Perception - Dynamics of Perception - Consumer Imagery - Perceived Risk - Marketing Application of Perception - Summary - Self-Assessment - - -

Chapter 6: Motivation and Consumer Behaviour

Structure: Introduction to Motivation - Definition and concept of motive and motivation - Types of Motivation - Motivation Process - The Theories of Motivation - Consumer Needs and Goals - Consumer Motivation - Relationship of Motivation with Consumer Behaviour - Maslow's Theory and Marketing - Marketing Strategies and Purchase Motives - Summary - Key words - Self-Assessment

Chapter 7: Environmental Influences on Consumer Behaviour

Structure: Introduction to Environment - Definition and concept of Culture - Types of Culture - Cultural Influences on Consumer Behaviour - Definition and concept of Groups - Types of Groups - Role of Reference Group - Influences of Groups on Consumer Behaviour - Definition and concept of Family - Family Life Cycles - Family Decision Making - Definition and concept of Opinion Leadership - Diffusion of innovations - Adopters - Summary - Key words - Self-Assessment

Chapter 8: Social Class and Consumer Behaviour

Structure: Introduction - What is Social Class? - The Measurement of Social Class - Social Class Mobility - Geo-demographic Clustering - Social Class and Consumer Behaviour - Summary - Key Words - Self-Assessment Questions

Chapter 9: Consumer Decision Making Process and Models

Structure: Introduction - Meaning and Concept of Consumer Decision Making - Types of consumer decision - Consumer Decision Making Process - Problem Recognition - Information Search - Information Evaluation - Consumer Behavior in adopting new products - Types of Buying behavior - Post Purchase Behaviour - Consumer Satisfaction and Dissatisfaction - Store and Non Store Purchasing Process - Organizational Buying Behaviour - Consumer Behavior Models: Howard-Sheth Model - Consumer Behavior Models: Engell Kollat-Blackwell Model - Consumer Behavior Models: Nicosia Kino Model - Consumer Behavior Models: Family Decision Making Model - Consumer Behavior Models Bettman's Information Processing Model - Summary - Key Words - Self-Assessment Questions

Chapter 10: Market Segmentation

Structure: Introduction - Meaning and Concept of Market Segmentation - Need for Market Segmentation - Significance of Market Segmentation - Determinants of Market Segmentation - Benefits and Limitations of Market Segmentation - Target Marketing - Positioning Strategy - Summary - Key Words - Self-Assessment Questions

Entrepreneurship & Innovation Management

Chapter 1: Introduction

Structure: Explain, define and understand entrepreneurship - Explain, define and understand entrepreneur - Describe the nature of entrepreneurship - Explain the need of entrepreneurship - Discuss the relationship between Entrepreneurship and Management - Describe the role and functions of entrepreneurship - Discuss the various types of entrepreneurs - Summary - Self-Assessment Questions

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Structure: Understand women entrepreneurship and its importance - To understand the contribution of women entrepreneurs in economic empowerment - Understand the concept of women entrepreneurs - To learn the various categories of women entrepreneurs in India - Explain the emergence of women entrepreneurs and its development in different decades - Describe the functions of women entrepreneur - Discuss the growth of women entrepreneurs at the national and global level - Challenges faced by women entrepreneurs - Role of government to develop Women Entrepreneurs in India - Summary - Self-Assessment Questions

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Structure: Understand the checkpoints before starting a venture - To describe the stages in starting a new venture - Defining the business opportunity - Makeup of a business opportunity - How to identify business opportunities? - Great sources of idea generation for new product development - Idea assessment and business development process - Process of setting up a business enterprise - Understand the criteria to select the best idea - Summary - Self-Assessment Questions

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Structure: Study the role of SSI in Indian economy - Describe the major industries in small scale sector - Understand the importance of small- scale industries micro small and medium enterprises - Discuss MSMEs contribution to the economy - Understand the registration procedure of MSMEs - Describe forms of business organization - Explain value-added tax - Summary - Self-Assessment Questions

Chapter 5: Entrepreneurial Support

Structure: To study and learn about Government of India's Support for Innovation and Entrepreneurship in India - Government Support for entrepreneurship via Programmes & Schemes - Skills Development & Training for Entrepreneurship Education - Describe the role and support of SIDO, NAYE, SBI, DIC, SIDBI, SFCs, NSIC - The role of National Bank for Agriculture and Rural Development in rural entrepreneurship - Schemes and Programs of Khadi and Village Industries Commission - Goa Handicraft Rural and Small-Scale Industries Development Corporation (GHRSSIDC) - Goa- Industrial Development Corporation its functions and powers - Summary - Self-Assessment Questions

Chapter 6: Taxation Benefits

Structure: To describe the Government taxation support for the SSI - To understand the Taxation and its Benefits to Small Scale Entrepreneurs - To describe the concessions/exemptions available for SSI - To understand the conditions which are not eligible for SSI concessions? - Provisions related to Brand Name under SSI exemption scheme - Income Tax Benefits under Income Tax Act 1961 for SSI - The rules for claiming the deduction of investment allowance by an entrepreneur - An overview of MSME BUDGET

and benefits to entrepreneurship and MSMEs in particular - Preparedness for GST (Goods and Services Tax) in the Ministry of MSME - Summary - Self-Assessment Questions

Chapter 7: Innovation in Entrepreneurship

Structure: To describe the role of innovation in entrepreneurship - To understand between the difference of purposeful innovation and systematic innovation - Explain how entrepreneurs innovate - Understand the concept of social innovation and economic innovation - The seven sources for innovative opportunity - Knowledge-based innovation - The characteristics of knowledge-based innovation - What knowledge-based innovation requires - Principles of innovation - The conservative innovator - Summary - Self-Assessment Questions

Chapter 8: Business Incubation

Structure: Learn about business incubation: Definition and objectives of business incubation - Understand the services provided by incubator - Describe who can be incubatees and what incubatee needs - Understand how incubators can improve the start-up ecosystem in India - Know whom incubators incubate - Discuss the indicators to best assess the businesses to be incubated - Know the possible investors who would encourage support of new technology - Describe history of business incubation - Illustrate the benefits of business incubation - Provide an overview of global and Indian business incubation - Describe the process designing of business incubation programs - Explain the stages of business incubation development: - Describe formation of a business incubator - Discuss the barriers of incubation in India - Summary - Self-Assessment Questions

Fundamentals of Advertising

Chapter 1: Evolution of Advertising

Structure: Concept of Advertising - Definition - History of Advertising - Evolution of Indian Advertising Industry - Indian Advertisement Scenario - Growth of Indian Advertising Industry - Future of Indian Advertising Market - Summary - Self-Assessment Questions

Chapter 2: Advertising: An Introduction -

Structure: Advertising and Advertising Management - Advertising as a Tool of Communication - The Communication Process - Marketing Communication - Marketing Communication Process - Communication Mix - Message Design and Development Models - Dagmar Approach - Media - Summary - Self-Assessment Questions

Chapter 3: Advertising and Marketing

Structure: Marketing process and planning - Marketing Mix - Product Levels: The Customer-Value Hierarchy - Product Hierarchy - Product Management - Product Life Cycle - Product Lifecycle Management (PLM) - PLM Metrics Development Process - LM Business Value - PLC and promotion - Summary - Self-Assessment Questions - -

Chapter 4: Brand Management

Structure: What is brand - Branding process - Brand strategy document - Strategic brand management process - Branding decisions - Brand equity - Sources of brand equity - Brand equity as a bridge - Summary - Self-assessment questions

Chapter 5: Packaging

Structure: Packaging - Packaging and sales promotion - Packaging – a multifunctional marketing - Summary - Self-assessment questions

Chapter 6: Marketing Segmentation

Structure: Market segmentation defined - Objectives - Segmentation process - Benefits of marketing segmentation - Segmenting variables - Family life-cycle - Summary - Self-assessment questions

Chapter 7: Fundamentals of Buying Behaviour

Structure: Consumer behavior - Buying decision process - Howard-Sheth model of buyer-behaviour - Summary - Self-assessment questions

Chapter 8: Classification and Types of Advertising

Structure: Product related advertising - Public service advertising - Functional classification - Advertising based on product life cycle - Trade advertising - Advertising based on area of operations - Advertising according to medium - Summary - Self-assessment question -

Chapter 9: Advertisement Planning, Strategy and Budgeting

Structure: Advertising objectives - Advertisement planning - Advertisement planning framework - The advertising strategy - Advertising budget - Budgeting methods - Summary - Self-assessment questions

Chapter 10: Advertisement Scheduling

Structure: Advertisement or media scheduling - Selecting media - Summary - Self-assessment questions

Team Building and Leadership

Chapter 1: Concept of Group

Structure: Concept of Group - Characteristics of Group - Types of Groups - Group Structure - Group dynamics - Techniques for Managing Group Dynamics - Group Development - Group functions - Summary - Self-Assessment Questions

Chapter 2: Team Building

Structure: Why team - Teamwork - Types Of Teams - Stages Of Team Development - Team Building process - Characteristics of an effective team - Team Cohesion - Factors needed to develop Team Cohesion - Summary - Self-Assessment Questions

Chapter 3: Understanding Leadership

Structure: Introduction to Leadership - Leadership defined - Characteristics of Leadership - Importance of Leadership - Role of a Leader - Qualities of a Leader - Leadership and Management – Relationship - Leader versus Manager - Authority vs Leadership - Leadership and Motivation - Organizational Leadership - Summary - Self-Assessment Questions

Chapter 4: Theories of Effective Leadership

Structure: Introduction - Blake and Mouton's Managerial Grid - House's Path Goal Theory - Great Man Theory - Trait Theory - Leadership-Member Exchange (LMX) Theory - Transformational Leadership - Transactional Leadership - Continuum of Leadership Behavior - Likert's Management System - Hersey Blanchard Model - Fiedler's Contingency Model - Summary - Self-Assessment Questions

Chapter 5: Leadership Styles

Structure: Leadership Styles - Autocratic Leadership - Democratic Leadership - Laissez-Faire Leadership - Transformational leaders - Transactional leaders - Organic leadership - Contemporary leaders - Ethical leaders - Situational Leadership Style - Successful Leadership and Teamwork - Best Practices in Balancing Leadership and Teamwork - Developing Your Own Leadership Style - Summary - Self-Assessment Questions

Chapter 6: Leadership Skills and Traits

Structure: Leadership skills - A to Z of leadership Skills - How to become a successful Leader. - Leadership Traits of an ethical leader - Summary - Self-Assessment Questions

Chapter 7: Leadership in the Contemporary World

Structure: Leadership in the Contemporary World - Challenges to Leadership in the Contemporary World - Tips to Overcome Challenges in Leadership - Role of Communication in Overcoming Leadership Challenges - Role of Management in Overcoming Leadership Challenges - Leadership in Times of Crisis in Contemporary world - Managing in Chaos: A Necessary Skill for Managers and Leaders - Women and Leadership in Contemporary World - Summary - Self-Assessment Questions

Chapter 8: Leadership Assessment

Structure: Self-Assessment for Leadership - Advantages of Self-Assessment of Leadership Competencies - Techniques of Self-Assessment for Leadership Skills - Assessing the Strengths and Vulnerabilities for Improving Leadership Effectiveness - Summary - Self-Assessment Questions

Business Ethics & Corporate Governance

Chapter 1: Introduction to Ethics

Structure: Definition - Derivation - Meaning - Theories and Principles of Ethics - Importance of Ethics - Ethics and Morality - Ethics and Law - Ethical Dilemma Scenarios - Summary - Self-Assessment Questions

Chapter 2: Business Ethics

Structure: Meaning and definition of business ethics - Features of business ethics - Approaches of business ethics - Scope of business ethics - Importance of business ethics
Role of business ethics in building profitable and sustainable organizations - Case study on business ethics - Summary - Self-assessment questions.

Chapter 3: Business Practices

Structure: Concept and meaning of business practice - Factors affecting business practices in an organization - Ethical and unethical business practices - Merits of ethical business practices - Demerits of unethical business practices - Unethical business practices from an Indian scenario - Risks and costs associated with unethical business practices - Summary - Self-assessment questions

Chapter 4: Disclosure Requirements

Structure: Meaning of disclosure requirements - Objectives of disclosure - Disclosure as per the Companies act, 2013 - Disclosure as per the Listing agreement (Clause 49) - Amendments to clause 49 - Summary - Self-assessment questions.

Chapter 5: Whistleblower Policy and Insider Trading

Structure: Meaning of Whistleblowing and Whistle blower - Definition of Whistleblowing
History and Types of Whistleblowing - Whistleblower Policy-Statutory Requirements in India
Components of a Whistleblower Policy - Consequences of Whistleblowing
Protection of Whistleblowers - Whistleblower Protection Act 2011 - Insider Trading
Summary - Self-Assessment questions

Chapter 6: Values

Structure: Overview - Definition of Values - Meaning of Values - Features of Value
Functions of Values/Significance of Values - Types of Values - Difference between Values, Morals and Ethics - Causes for Deterioration of Values - Summary
Self-Assessment Questions

Chapter 7: Teaching from Scriptures

Structure: Business Ethics - Indian Values and Scriptures - Evolution of Management thought Process - Teachings from the Ramayana - Teachings from the Holy Quran - Teachings from the Holy Bible - Teachings from the Bhagavad Gita - Other Scriptures - Summary - Self-Assessment Questions

Chapter 8 – Corporate governance

Structure: Definitions of Corporate Governance - Features of Corporate Governance
Objectives of Corporate Governance - Advantages of Corporate Governance - Main hurdles that the Corporate Governance Focuses on - Components of Corporate Governance - Principles of Good Corporate Governance - Role of Securities and Exchange Board of India (SEBI) in Corporate Governance - Summary - Self-Assessment Questions

Chapter 9: Evolution of Corporate Governance

Structure: Expansion of Corporate Governance in Abroad - Advancement and Progress of Corporate Governance in India - Summary - Self-Assessment Questions

Chapter 10: Recommendations of various Committees on

Structure: Cadbury Committee Report - Report by Kumar Mangalam Birla Committee

CII Report - OECD Report - Narayana Murthy Committee Report

Malhotra Committee Report on Insurance Sector Reforms - Narasimham Committee on Banking Sector Reforms - Summary - Self-Assessment Questions

Chapter 11: Various Committees for Effective Corporate Governance

Structure: Audit Committee - Remuneration Committee - Executive Committee

Nomination Committee - Advisory Committee - Shareholder/Investor Grievance Committee - Board of Director Committee – Summary - Self-Assessment Questions

Chapter 12: Corporate Governance in Banks

Structure: Source of Indian Banking System - Corporate Governance in Banks - Objectives of Corporate Governance in Banks - Need of Corporate Governance in Banks - Various Committees on Corporate Governance in Banks - Key Principles Recommended by Basel Committee to Enhance Corporate Governance in Sector - Suggestions to Build up Effective Corporate Governance in Banks - Measures taken by Banks Towards Implementation of best Practices - Measures taken by RBI Towards Corporate Governance - Hurdles for Good Governance in the Banking Sector - Corporate Governance and Cooperative Banks - Summary - Self-assessment Questions

Chapter 13: Corporate Governance in Insurance industry

Structure: Genesis of Indian Insurance Industry - IRDA Act, 1999 - Principles Governing the Life Insurance Sector - Code of Best Practices for Life Insurance Companies - Key Ethical Issues in Insurance Sector - Importance of Corporate Governance in the Insurance Sector - Summary - Self-Assessment Questions

Chapter 14: Corporate Governance in Globalised Economy

Structure: Introduction - Evolution of Corporate Governance in Globalised Economy - Importance of Policy Framework in Corporate Governance - Role of OECD for Effective Corporate Governance in Globalised Economy - International Corporate Governance Approach - Codes of Conduct for Multinationals - Benefits of Effective Corporate Governance in Globalised Economy - Challenges of Multinationals - Solution for Effective Corporate Governance in Globalised Economy - Summary - Self-Assessment Questions

Chapter 15: Code of Conduct

Structure: Meaning - Why Code of Conduct- Reasons - Factors considered framing code of conduct - Procedure – How it can be evolved? - Highlights of Code of Conduct - Corporate Codes - Steps Involved in Implementation of Code of Ethics - Measures to Improve Ethical Conduct of Business - Measures for Effective Implementation of Ethical Standards and Morals - Summary - Self-Assessment Questions

Chapter 16: Code of Conduct for Banks

Structure: Introduction - Growth of IBA Code from GRACE - Nature of IBA Code - Objectives of Code of Conduct for Banks - IBA Code for Banking Practice - Summary - Self-Assessment Questions

Chapter 17: Introduction to Corporate Social Responsibility

Structure: Meaning and Definition of Corporate Social Responsibility (CSR) - Nature of CSR - Different Levels at which Companies undertake CSR Responsibilities - Scope of CSR - Ways of Contributing to CSR - Models of CSR - Importance of CSR - Difficulties in Developing CSR - Corporate Governance and CSR - Summary - Self-Assessment Questions

Chapter 18: Arguments for And Against CSR

Structure: Meaning and Definition of Social Responsibility - Arguments for/Need for Social Responsibilities - Arguments against Social Responsibility of Business - Summary - Self-Assessment Questions

Chapter 19: Social Responsibility Towards Different Stakeholders

Structure: Concept of Social Responsibility - Classification Stakeholders-Pictorial representation - Responsibility towards Various Stakeholders - Expectation of Stakeholders - Summary - Self-Assessment Questions

Chapter 20: CSR Initiatives

Structure - Concept of CSR Initiatives - Advantages of CSR Initiatives - Weakness of CSR Initiatives - CSR in the Indian Context - CSR Initiatives by Indian Companies - Survey in Regard to CSR Initiatives - Summary - Self-Assessment Questions

Chapter 21: CSR Towards Social Organisations

Structure: Introduction - Concept of Social Organisation - Contemporary Social Issues - Importance of CSR in Current Society - Value Approach to CSR - Systematic Approach for Managing Social Responsibility - Implementation of CSR - Steps for Integrating CSR within all Aspects of Operations - Summary - Self-Assessment Questions

Chapter 22: Corruption

Structure: Definitions of Corruption - Sets of Corruption - Root of Corruption - Impression of Corruption - Cure for Corruption - Corruption Perception Index - Zero Tolerance of Corruption - Corruption- Indian perspective - Summary - Self-Assessment Questions

Chapter 23: Frauds in Banks

Structure: Introduction of Frauds - Definition of Frauds as Indian Penal Code - Definition of Frauds as Indian Contract Act - Key Elements of Frauds - Different Areas of Frauds in Banks - Parties Involved in Frauds in Banks - Prevention of Frauds Committed by Employees - Detection of Frauds Committed by Employees - Summary - Self-Assessment Questions

Chapter 24: Frauds in Insurance Industry

Structure: Introduction of Fraud in Insurance Sector - Definition of Frauds in Insurance Sector - Frauds in the Insurance Sector - Prevention of Frauds in Insurance Sector - Employee training for fraud prevention - Whistle blowing of Fraud - Summary - Self-Assessment Questions

Chapter 25: Scams and Scandals

Structure: Introduction - Definition of Scam and Scandals - Overview of Scams and Scandals - Summary - Self-Assessment Questions

Chapter 26: Competition Act, 2002

Structure: Why MRTP was replaced? - Formation of Competition Act, 2002 - Objectives of Competition Act, 2002 - Competition Commission of India - Components of Competition Act - Comparison between MRTP Act and Competition Act - Competition Bill, 2012 - Summary - Self-Assessment Questions

Chapter 27: Intellectual Property Rights

Structure: Introduction - Objectives/Need - Different Intellectual Property Rights(IPR) - Benefits of Intellectual Property Rights - Scenario of IPR in India - Summary - Self-Assessment Questions

Chapter 28: Cyber Crime

Structure: Introduction - Definitions of Cyber Crime - Types of Cyber Crime - Prevention of Cyber Crime - Summary - Self-Assessment Questions

International Marketing Strategy

Chapter 1: International Marketing: An Introduction

Structure: Foundation of International Marketing - Essence, Objectives and Features of International Marketing - International Markets and Globalization - International Marketing Strategies - Why Businesses Enter International Markets - The International Market – At A Glance - The Challenges of International Marketing - International Marketing Orientation - Stages of Internationalization - Transition from Domestic to Transnational Market - Driving and Restraining Forces Affecting - Global Integration and Global Marketing - Scope of Marketing Indian Products Abroad - Summary - Self-Assessment Questions

Chapter 2: The Environment of Global Marketing

Structure: The Global business Environment - The International marketing Environment –A brief Review - The Global marketing Environment - Economic Environment-The World Economy - Impact of Environment on International marketing - Summary - Self-Assessment Questions

Chapter 3: International Trade and Environment

Structure: International Trade - International trading Environment - Commodity agreements - Cartels - State Trading - Canalizing - Summary - Self-Assessment Questions

Chapter 4: Trading Blocs and Intra – Regional Trade

Structure: Trading Blocs and Intra: Regional Trade - Theory of Trade Blocs - Conceptual background For Regional economic Groupings - Trade Blocs - Forms of Regional economic Group - What Is European Union? How It works and Its History - Euro V/S Dollar - India and European Union Relations - Free Trade agreements and India - Trade Impact on Other Countries of The World - Recent trends In India S Trade Policy - Trade Outlook - Summary - Self-Assessment Questions

Chapter 5: World Trade Organization

Structure: World Trade Organization –An Epigrammatic Overview - History - Principles - GATT - GATT – The post: Uruguay round Built: In agenda - Basic Principles Two agreements - Overview of WTO agreements - WTO Organization - Gats - Trips - Trims - Dispute Settlement Procedures Under WTO - UNCTAD - UNIDO - The Doha development agenda - WTO and India - Annexures - Summary - Self-Assessment Questions

Chapter 6: MNCs And International Business

Structure: Global Investment Prospects - Trends in FDI Flows - MNC Defined - Popular Examples of Multinationals - Organizational transformation - Globalization of Business - Multinationals in India - Summary - Self-Assessment Questions

Chapter 7: International Marketing Intelligence

Structure: Introduction - Information Requirements - Sources of Information - International marketing Research - Summary - Self-Assessment Questions

Chapter 8: Market Selection

Structure: Need for International market Selection - Selection –A process To Internationalize - Determinants of Market Selection - International market Segmentation - Market-Screening Model - The

Basis of International market Segmentation - Preliminary screening - Unilever Global portfolio - Summary - Self-Assessment Questions

Chapter 9: Market Entry Strategies

Structure: Purpose of Market-Entry - Objectives - Market: Entry modes - Overview of Internal criteria for Market-Entry - Market: Entry strategies - Entry strategy of Indian Firms - Summary - Self-Assessment Questions

Chapter 10: Organizational Structure

Structure: Types of Organizational structure - Multinational companies - Organizational structure Of Multinationals - Transitional organization Structure - International organization Structure (With Diagram) - Summary - Self-Assessment Questions

Chapter 11: International Marketing Mix and Product Decision

Structure: Concept and Definition - Marketing Mix Objectives - The Marketing Mix – Key variables - Product - Product Mix - Product Life-Cycle - New Product Development - Branding - Scope of Promoting Indian Brands abroad - Packaging - Label ling - Label ling and Packaging for Export - Alternative International Product Strategies Between Domestic and Foreign Markets - Summary - Self-Assessment Questions

Chapter 12: International Pricing

Structure: Concept of Pricing Policy - Pricing Overview - Pricing Objectives - Factors affecting Pricing - Pricing Strategies - Pricing approaches - Alternative approaches To Determining Price - International pricing Challenges - Incoterms - Summary - Self-Assessment Questions

Chapter 13: International Distribution

Structure: Place: Distribution Strategy - Distribution Patterns - International channel system - Types of Distribution Channels - Types of Intermediaries - International logistics - Summary - Self-Assessment Questions

Chapter 14: International Promotion

Structure: Promotion – Defined - Objectives - Targets of Promotional campaigns - The Promotional mix - International marketing Communication - Summary - Self-Assessment Questions

Strategic Marketing Management

Chapter 1: Strategic Marketing

Structure: Concept of Strategic Marketing - Origin of Strategic Marketing - Aspect of Strategic Marketing - Importance of Strategic Marketing - Strategic Marketing Planning Process - Market Analysis - The Process of Strategic Marketing - Strategic Marketing Implementation - Portfolio Management Analysis - Customer - Managing across the Product life cycle - Competition and the Firm - Strategic Marketing and Marketing Management - Closing Case: Bharat Heavy Electrical Limited(BHEL) - Business Sector - Performance - Strategic Marketing @ BHEL - Summary - Self-assessment questions

Chapter 2: Product and Services Strategies

Structure: Product- Key Concepts - New Product Strategies- Innovation - Market Entry - Product Line Extension - Portfolio Models- BCG and GE Mckinsey Matrix - Services Concepts - Services Defined - Services Strategy - Strategic Planning Process - Market- Oriented Service Strategy - Three Dimensions of Marketing Strategy - Strategy Implementation - Strategy Evaluation and Control - Summary - Self-Assessment Questions

Chapter 3: Competitive and Turnaround Strategies

Structure: Meaning of Competition. - Natural and Strategic Competition - Theory of Competition - Classifying Competitors - Intensity or Degree of Competition - Types of Competition - Competitive advantage - Competitive Analysis- Porter's Five Forces Model - Sustainable Competitive Advantage- Porter's Five Generic Competitive Strategies - Competitive Intelligence - Turnaround Strategy - Turnaround Management - Summary - Self-Assessment Questions

Chapter 4: Distribution Strategies

Structure: Evolution of Distribution Strategy - Channel Structure - Channel Design Model - Distribution-Scope Strategy - Multiple- Channel Strategy - Channel- Modification Strategy - Channel- Control Strategy - Strategic Management of Conflict - Summary - Self-Assessment Questions

Year 2: Elective – Operations Management

Business Policy and Strategic Management

Chapter 1: Fundamentals of Strategic Management

Structure: Introduction - Definition, Meaning and Scope of Strategy - Definition, Meaning and Scope of Business Policy - Evolution of Strategic Management - Mintzberg's 5 Ps of strategy - Summary - Key Words - Self Assessment Questions

Chapter 2: Strategy Formulation and Strategic Intent

Structure: Introduction - Steps in Strategy Formulation - Vision statement - Mission Statement - Objectives, Goals and Targets - Classification of Objectives - Top Down and Bottom Up Approaches - Summary - Key Words - Self Assessment Questions

Chapter 3: Environment Analysis

Structure: Introduction - Firm Environment Fit - Environment Analysis - Micro Environment Analysis - Macro Environment Analysis - Political Environment - Economical Environment - Social Environment - Technological Environment - Ecological Environment - Legal Environment - Summary - Key Words - Self Assessment Questions

Chapter 4: Types of Strategies

Structure: Introduction - Generic Strategies. Low Cost, Differentiation and Focus - Corporate level strategy - Business Unit Level Strategy - Growth Strategies - Stability Strategies - Outsourcing Strategies - Avoidable Strategies - Research & Development Strategy - Summary - Key Words - Self Assessment Questions

Chapter 5: Functional Strategies

Structure: Introduction - Strategic Finance Management - Strategic Human Resource Management - Strategic Marketing Management - Strategic Operations Management - Summary - Key Words - Self Assessment Questions

Chapter 6: Strategic Information Technology Management Strategy Implementation

Structure: Introduction - Strategy Formulation and Implementation - Steps in Strategy Implementation - Approaches in Strategy Implementation - Resource Allocation - Mckinesey's 7 S frame work - Summary - Key Words - Self Assessment Questions

Chapter 7: Strategy Evaluation and Control

Structure: Introduction - Operational control - Strategic control - Effective evaluation system - Summary - Key Words - Self Assessment Questions -

Entrepreneurship & Innovation Management

Chapter 1: Introduction

Structure: Explain, define and understand entrepreneurship - Explain, define and understand entrepreneur - Describe the nature of entrepreneurship - Explain the need of entrepreneurship - Discuss the relationship between Entrepreneurship and Management - Describe the role and functions of entrepreneurship - Discuss the various types of entrepreneurs - Summary - Self-Assessment Questions

Chapter 2: Women Entrepreneurship

Structure: Understand women entrepreneurship and its importance - To understand the contribution of women entrepreneurs in economic empowerment - Understand the concept of women entrepreneurs - To learn the various categories of women entrepreneurs in India - Explain the emergence of women entrepreneurs and its development in different decades - Describe the functions of women entrepreneur - Discuss the growth of women entrepreneurs at the national and global level - Challenges faced by women entrepreneurs - Role of government to develop Women Entrepreneurs in India - Summary - Self-Assessment Questions

Chapter 3: Creating and Starting the Venture

Structure: Understand the checkpoints before starting a venture - To describe the stages in starting a new venture - Defining the business opportunity - Makeup of a business opportunity - How to identify business opportunities? - Great sources of idea generation for new product development - Idea assessment and business development process - Process of setting up a business enterprise - Understand the criteria to select the best idea - Summary - Self-Assessment Questions

Chapter 4: Setting up New Venture

Structure: Study the role of SSI in Indian economy - Describe the major industries in small scale sector - Understand the importance of small- scale industries micro small and medium enterprises - Discuss MSMEs contribution to the economy - Understand the registration procedure of MSMEs - Describe forms of business organization - Explain value-added tax - Summary - Self-Assessment Questions

Chapter 5: Entrepreneurial Support

Structure: To study and learn about Government of India's Support for Innovation and Entrepreneurship in India - Government Support for entrepreneurship via Programmes & Schemes - Skills Development & Training for Entrepreneurship Education - Describe the role and support of SIDO, NAYE, SBI, DIC, SIDBI, SFCs, NSIC - The role of National Bank for Agriculture and Rural Development in rural entrepreneurship - Schemes and Programs of Khadi and Village Industries Commission - Goa Handicraft Rural and Small-Scale Industries Development Corporation (GHRSSIDC) - Goa- Industrial Development Corporation its functions and powers - Summary - Self-Assessment Questions

Chapter 6: Taxation Benefits

Structure: To describe the Government taxation support for the SSI - To understand the Taxation and its Benefits to Small Scale Entrepreneurs - To describe the concessions/exemptions available for SSI - To understand the conditions which are not eligible for SSI concessions? - Provisions related to Brand Name under SSI exemption scheme - Income Tax Benefits under Income Tax Act 1961 for SSI - The rules for claiming the deduction of investment allowance by an entrepreneur - An overview of MSME BUDGET

and benefits to entrepreneurship and MSMEs in particular - Preparedness for GST (Goods and Services Tax) in the Ministry of MSME - Summary - Self-Assessment Questions

Chapter 7: Innovation in Entrepreneurship

Structure: To describe the role of innovation in entrepreneurship - To understand between the difference of purposeful innovation and systematic innovation - Explain how entrepreneurs innovate - Understand the concept of social innovation and economic innovation - The seven sources for innovative opportunity - Knowledge-based innovation - The characteristics of knowledge-based innovation - What knowledge-based innovation requires - Principles of innovation - The conservative innovator - Summary - Self-Assessment Questions

Chapter 8: Business Incubation

Structure: Learn about business incubation: Definition and objectives of business incubation - Understand the services provided by incubator - Describe who can be incubatees and what incubatee needs - Understand how incubators can improve the start-up ecosystem in India - Know whom incubators incubate - Discuss the indicators to best assess the businesses to be incubated - Know the possible investors who would encourage support of new technology - Describe history of business incubation - Illustrate the benefits of business incubation - Provide an overview of global and Indian business incubation - Describe the process designing of business incubation programs - Explain the stages of business incubation development: - Describe formation of a business incubator - Discuss the barriers of incubation in India - Summary - Self-Assessment Questions

Inventory and Purchase Management

Chapter 1: Introduction of Materials Management

Structure: - Introduction of Materials in Manufacturing Organization - Importance of Materials Management - Definition of Materials Management - Objectives of Materials Management - Functions of Materials Management - Scope of Materials Management - Challenges of Materials Management - Materials Management Organization - Materials Management Concepts - System Approach to Materials Management - Modern Trends in Materials Management - Summary - Self Assessment Questions

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Chapter 2: Materials Planning and Control

Structure: What is Material Planning? - Significance of Materials Planning - Benefits of Materials Planning - Factors Influencing Materials Planning - Problems Encountered in Materials Planning - Guideline to be Used for Effective and Reliable Materials Planning - Relationship of Materials Planning with Production Programs and Sales Forecast - Materials Budgeting - Benefits of Materials Budgets - Materials Control - Organizing for Materials Control - Establishing the Base for Materials Control - Record and Procedures for Materials Control - Summary - Self Assessment Questions

Chapter 3: Organizing for Materials Management

Structure: - Organizational Variation within Materials Management - Scope of Materials Management Organization - Limitations of Materials Management - Summary - Self Assessment Questions

Chapter 4: Purchasing Management

Structure: - Functions of Purchasing Department - Importance of Purchasing - Objectives of Purchasing - Purchasing Parameters - Purchasing Management - The Transition to Supply Management - Major Development in Supply Management - Supply Chain - Supplier Partnership - Importance of Supply Management in Business - Classification of Purchasing Goods - Purchasing Cycle - Purchasing Methods and Techniques - Purchasing Methods - Purchasing Organizations - Forms of Purchasing Organization - Centralized - Decentralized Purchasing - Personal Duties of Purchasing Manager - Purchasing Policy and Procedure - Purchasing Policies - Basis for Purchasing Policies - Purchasing Procedure - Purchasing Management Process - Make or Buy Decisions - Factors Influencing Make or Buy Decision - The Volatile Nature of the Make or Buy Situations - Summary - Self Assessment Questions

Chapter 5: Vendor Development

Structure: - Need for Vendor Development - Levels of Vendor Assessment - Vendor Evaluation and Selection Process - Key Supplier Evaluation and Selection Process - Choosing the Supplier - Vendor Evaluation and Vendor Rating - Vendor Evaluation - Vendor Rating (or Supplier - Evaluation) Plan - Problems in Developing Supplier Relationship - Vendor Motivation - Solved Problems - Summary - Self Assessment Questions

Chapter 6: Value Analysis

Structure: - Meaning of Term Value - Characteristics of Value - What Value is Not - Value and Value Equation - Importance of Value Equation - Approach to Value - driven Competition - Dynamic Nature of Value - Kinds of Value - Value Analysis (or Value Engineering) - Objectives of Value Analysis - Who are Involved in Value Analysis - Test for Determining Value in a Product or Services - Barriers or Road Block for Value Analysis - Selecting Items for Value Analysis - Difference between Value Analysis and Value Engineering - Areas of Application of Value Analysis - Considerations in Value Analysis - Steps in Carrying out a Value Analysis Exercise - Value Test - Value Analysis Process (or Value Engineering Process) -

Benefits to be achieved by Value Analysis - Guiding Principles for Value Analysis - Techniques of Value Analysis - Summary - Self Assessment Questions

Chapter 7: International Purchasing

Structure: The Role of International Purchasing in the Supply Chain - Documents used in International Purchasing - Summary - Self Assessment Questions

Chapter 8: Stores Management

Structure: - Objectives of Stores Management - Functions of Store Keeping - Planning for Store Keeping - Location of Stores - Stores Organizing - Layout of Stores - Storage System - Store Management Functions - Supplier Partnerships - Summary - Self Assessment Questions

Chapter 9: Inventory Management

Structure: Nature and Importance of Inventory - Classification of Inventory - Functions of Inventory - Inventory Costs - Inventory Decisions - Importance of Inventory Management - Inventory Control Systems - Inventory Control Systems for Independent Demand Items - Inventory Control of Dependent Demand Items - Solved Problems - Summary - Self Assessment Questions

Chapter 10: Spare Part Management

Structure: - Need for Scientific Management of Spare Parts - Major Factors Influencing Spare Part Inventories - Classification of Spare Parts - Salient Features of Spare Parts - Spare Parts Planning and Control - Methods of Planning Spare Parts Inventory - Planning for Spares Required for Overhauling - Obsolete Spares - Summary - Self Assessments Questions

Chapter 11: Computer Applications in Materials Management

Structure: Integrated Management Information Systems for Materials Management - Integrated Management Information System - Summary - Self Assessment Questions

Operations Planning and Control

Chapter 1: Production Processes, Manufacturing and Service Operations

Structure: Production Processes - Manufacturing Operations and Service Operations - Selection of a Process - Non-manufacturing or Service Operations - Differences between Manufacturing and Service Operations - Classification of Manufacturing Processes - Surface Treatment of Metals - Manufacturing Operations as Conversion Processes - Characteristics of Modern Manufacturing - Operations in the Service Sector - Production of Goods (Manufacturing) versus Service Operations - The Challenges facing Operations Managers - Summary - Self-Assessment Question - Reference

Chapter 2: Design of Production System

Structure: Factors Influencing Product Design - Approaches to Product Design - Legal - Ethical and Environmental Issues of Product Design - Process Planning and Process Design - What is a Process - Process Planning - Process Selection - Process Strategy - Process Management - Major Process Decisions - Make-or-buy Decisions - Make-or-buy Analysis - Summary - Self-Assessment Question - Reference

Chapter 3: Production / Operations Planning and Control

Structure: Production Planning / Operations Planning - Job Shop Production Process - Factors Determining Production Planning Procedures - Production Planning System - Production Control - Production Control System - Factors Determining Production Control Procedures - Role of Production Planning and Control in Operations Management - Scope of Production Planning and Control - Main Functions of Production Planning and Control Department - Levels of Production Planning - Production Planning Functions - Production Control Functions - Benefits of Production Planning and Control Functions - Production Planning and Control in Different Production Systems - Make-or-Buy Analysis - Organization of PPC Department - Summary - Self-Assessment Question - Reference

Chapter 4: Aggregate Planning and Master Production Scheduling

Structure: Aggregate Planning - Aggregate Planning or Aggregate Capacity Planning - Costs associated with Aggregate Planning - Approaches to Aggregate Planning - Rough-cut Capacity Planning (RCCP) - Capacity Planning - Capacity Requirement Planning - Master Production Scheduling - Summary - Self-Assessment Question - Reference

Chapter 5: Shop Floor Planning and Control

Structure: The Production Environment - Production Activity Control or Shop Floor Activity Control - Scheduling Product Focused System - Economic Batch Quantity (EBQ) or Economic Run Length (ERL) - Scheduling and Controlling Production for Delivery Schedules – Line of balance (LOB) Method - Scheduling for High Volume Continuous Production System - Line Balancing - Line Balancing Methods - Summary - Self-Assessment Question - Reference

Chapter 6: Service Operations: Planning and Scheduling

Structure: Operations Strategies for Services Service - Types of Service Operations - Scheduling for Services - Scheduling Strategies for Services - Other possible Strategies - Scheduling Quasi-Manufacturing Operations - Scheduling “Customer-As-Participant” Service Operations - Scheduling “Customer-As-Product” Service Operations - Scheduling Multiple Resources - Cyclical Schedule or Rotating Schedule - Summary - Self-Assessment Question - Reference

Chapter 7: Maintenance Management

Structure: What is Maintenance? - Areas of Maintenance - Types of Maintenance - Planning and Scheduling of Maintenance - Control of Maintenance - Total Productive Maintenance - Summary - Self-Assessment Question - Reference

World Class Manufacturing

Chapter 1: Manufacturing and World Class Manufacturing

Structure: Introduction - The traditional batch manufacturing environment. - New Manufacturing Era - Business Challenges of The New Manufacturing Era - Why We Need Fundamental Changes in Manufacturing - And Service - Business Strategy and Global Competitiveness - Competitive Priorities - Competing in New Manufacturing Era - Operating Environment of The New Manufacturing Era Business - Generic Manufacturing Strategies for New Manufacturing Era - Strategic Planning Methodology for World-Class Manufacturing - Implementing the World-Class Manufacturing Plan - Summary - Self-Assessment Question - Reference

Chapter 2: WCM Overview

Structure: Introduction - WCM Basics - WCM Criteria - WCM Pillars - WCM Implementation - Quality in World-Class Manufacturing - Facilitating Factors of WCM - Road to World Class Performance - World Class Delivery - World Class New Age Companies. - Attributes of Excellent Companies - Obstacle to World Class Manufacturing Implementation - Summary - Case Study - Self-assessment questions - References/Suggested readings

Chapter 3 - Quality and Global Competitiveness

Structure: Introduction - Quality Management - Competitiveness - Quality and Global Competitiveness - Global Quality Improvement Methods - Global Economic Integration - Summary - Self-Assessment Questions - References - Key Words and definitions

Chapter 4: Continuous Improvement

Structure: Introduction - Getting Started with Continuous Improvement - Application Of 7Qc Tools - What Is Six Sigma? - 7Qc Tools in Lean Six Sigma - Implementing Continuous Improvement in The Team Kaizen - Summary - Self-Assessment Questions - References

Chapter 5: Elements of Lean Production

Structure: Introduction to Lean Manufacturing - Laying out a Lean Production Facility - Setup reduction - Controlling a Lean Production Facility - The Five Steps of Lean Implementation - Case Study FORD Motors - Summary - Self-Assessment Questions - References - Key Words and definitions

Chapter 6: Just in Time

Structure: Introduction - Jit As an Environment - Jit As A Control Technique - Major Tools and Techniques of Jit - Benefits of Jit - Toyota Production System - Summary - Self-Assessment Questions - References

Chapter 7: Bench Marking

Structure: Introduction - Defining Bench marking - Levels of Bench marking - Bench marking History - Understanding the Tool - Bench marking Types - Approaches to Bench marking - Bench marking Process Steps - A Case Study of Competitive Bench marking Cycle - Xerox Process - Classification of Bench marking - Advantages& Disadvantages - Summary - Self-Assessment Questions - References

Chapter 8: Tools for Process Improvement

Structure: Introduction - Who Owns Processes - What Is Process Improvement? - How Does Process Improvement Benefit the Organization? - How Does an Organization Get Started on Process Improvement? - Business Process Improvement Examples - What Is in The Basic Process Improvement

Model? - Approaches to Bench marking - Need for Performance Measurement - A Case Study of Competitive Bench marking Cycle - Pareto Analysis and Examples - Classification of Bench marking - Advantages& Disadvantages - Summary. - Self-Assessment Questions - References

Business Ethics & Corporate Governance

Chapter 1: Introduction to Ethics

Structure: Definition - Derivation - Meaning - Theories and Principles of Ethics - Importance of Ethics - Ethics and Morality - Ethics and Law - Ethical Dilemma Scenarios - Summary - Self-Assessment Questions

Chapter 2: Business Ethics

Structure: Meaning and definition of business ethics - Features of business ethics - Approaches of business ethics - Scope of business ethics - Importance of business ethics
Role of business ethics in building profitable and sustainable organizations - Case study on business ethics - Summary - Self-assessment questions.

Chapter 3: Business Practices

Structure: Concept and meaning of business practice - Factors affecting business practices in an organization - Ethical and unethical business practices - Merits of ethical business practices - Demerits of unethical business practices - Unethical business practices from an Indian scenario - Risks and costs associated with unethical business practices - Summary - Self-assessment questions

Chapter 4: Disclosure Requirements

Structure: Meaning of disclosure requirements - Objectives of disclosure - Disclosure as per the Companies act, 2013 - Disclosure as per the Listing agreement (Clause 49) - Amendments to clause 49 - Summary - Self-assessment questions.

Chapter 5: Whistleblower Policy and Insider Trading

Structure: Meaning of Whistleblowing and Whistle blower - Definition of Whistleblowing
History and Types of Whistleblowing - Whistleblower Policy-Statutory Requirements in India
Components of a Whistleblower Policy - Consequences of Whistleblowing
Protection of Whistleblowers - Whistleblower Protection Act 2011 - Insider Trading
Summary - Self-Assessment questions

Chapter 6: Values

Structure: Overview - Definition of Values - Meaning of Values - Features of Value
Functions of Values/Significance of Values - Types of Values - Difference between Values, Morals and Ethics - Causes for Deterioration of Values - Summary
Self-Assessment Questions

Chapter 7: Teaching from Scriptures

Structure: Business Ethics - Indian Values and Scriptures - Evolution of Management thought Process - Teachings from the Ramayana - Teachings from the Holy Quran - Teachings from the Holy Bible - Teachings from the Bhagavad Gita - Other Scriptures - Summary - Self-Assessment Questions

Chapter 8 – Corporate governance

Structure: Definitions of Corporate Governance - Features of Corporate Governance
Objectives of Corporate Governance - Advantages of Corporate Governance - Main hurdles that the Corporate Governance Focuses on - Components of Corporate Governance - Principles of Good Corporate Governance - Role of Securities and Exchange Board of India (SEBI) in Corporate Governance - Summary - Self-Assessment Questions

Chapter 9: Evolution of Corporate Governance

Structure: Expansion of Corporate Governance in Abroad - Advancement and Progress of Corporate Governance in India - Summary - Self-Assessment Questions

Chapter 10: Recommendations of various Committees on

Structure: Cadbury Committee Report - Report by Kumar Mangalam Birla Committee

CII Report - OECD Report - Narayana Murthy Committee Report

Malhotra Committee Report on Insurance Sector Reforms - Narasimham Committee on Banking Sector Reforms - Summary - Self-Assessment Questions

Chapter 11: Various Committees for Effective Corporate Governance

Structure: Audit Committee - Remuneration Committee - Executive Committee

Nomination Committee - Advisory Committee - Shareholder/Investor Grievance Committee - Board of Director Committee – Summary - Self-Assessment Questions

Chapter 12: Corporate Governance in Banks

Structure: Source of Indian Banking System - Corporate Governance in Banks - Objectives of Corporate Governance in Banks - Need of Corporate Governance in Banks - Various Committees on Corporate Governance in Banks - Key Principles Recommended by Basel Committee to Enhance Corporate Governance in Sector - Suggestions to Build up Effective Corporate Governance in Banks - Measures taken by Banks Towards Implementation of best Practices - Measures taken by RBI Towards Corporate Governance - Hurdles for Good Governance in the Banking Sector - Corporate Governance and Cooperative Banks - Summary - Self-assessment Questions

Chapter 13: Corporate Governance in Insurance industry

Structure: Genesis of Indian Insurance Industry - IRDA Act, 1999 - Principles Governing the Life Insurance Sector - Code of Best Practices for Life Insurance Companies - Key Ethical Issues in Insurance Sector - Importance of Corporate Governance in the Insurance Sector - Summary - Self-Assessment Questions

Chapter 14: Corporate Governance in Globalised Economy

Structure: Introduction - Evolution of Corporate Governance in Globalised Economy - Importance of Policy Framework in Corporate Governance - Role of OECD for Effective Corporate Governance in Globalised Economy - International Corporate Governance Approach - Codes of Conduct for Multinationals - Benefits of Effective Corporate Governance in Globalised Economy - Challenges of Multinationals - Solution for Effective Corporate Governance in Globalised Economy - Summary - Self-Assessment Questions

Chapter 15: Code of Conduct

Structure: Meaning - Why Code of Conduct- Reasons - Factors considered framing code of conduct - Procedure – How it can be evolved? - Highlights of Code of Conduct - Corporate Codes - Steps Involved in Implementation of Code of Ethics - Measures to Improve Ethical Conduct of Business - Measures for Effective Implementation of Ethical Standards and Morals - Summary - Self-Assessment Questions

Chapter 16: Code of Conduct for Banks

Structure: Introduction - Growth of IBA Code from GRACE - Nature of IBA Code - Objectives of Code of Conduct for Banks - IBA Code for Banking Practice - Summary - Self-Assessment Questions

Chapter 17: Introduction to Corporate Social Responsibility

Structure: Meaning and Definition of Corporate Social Responsibility (CSR) - Nature of CSR - Different Levels at which Companies undertake CSR Responsibilities - Scope of CSR - Ways of Contributing to CSR - Models of CSR - Importance of CSR - Difficulties in Developing CSR - Corporate Governance and CSR - Summary - Self-Assessment Questions

Chapter 18: Arguments for And Against CSR

Structure: Meaning and Definition of Social Responsibility - Arguments for/Need for Social Responsibilities - Arguments against Social Responsibility of Business - Summary - Self-Assessment Questions

Chapter 19: Social Responsibility Towards Different Stakeholders

Structure: Concept of Social Responsibility - Classification Stakeholders-Pictorial representation - Responsibility towards Various Stakeholders - Expectation of Stakeholders - Summary - Self-Assessment Questions

Chapter 20: CSR Initiatives

Structure - Concept of CSR Initiatives - Advantages of CSR Initiatives - Weakness of CSR Initiatives - CSR in the Indian Context - CSR Initiatives by Indian Companies - Survey in Regard to CSR Initiatives - Summary - Self-Assessment Questions

Chapter 21: CSR Towards Social Organisations

Structure: Introduction - Concept of Social Organisation - Contemporary Social Issues - Importance of CSR in Current Society - Value Approach to CSR - Systematic Approach for Managing Social Responsibility - Implementation of CSR - Steps for Integrating CSR within all Aspects of Operations - Summary - Self-Assessment Questions

Chapter 22: Corruption

Structure: Definitions of Corruption - Sets of Corruption - Root of Corruption - Impression of Corruption - Cure for Corruption - Corruption Perception Index - Zero Tolerance of Corruption - Corruption- Indian perspective - Summary - Self-Assessment Questions

Chapter 23: Frauds in Banks

Structure: Introduction of Frauds - Definition of Frauds as Indian Penal Code - Definition of Frauds as Indian Contract Act - Key Elements of Frauds - Different Areas of Frauds in Banks - Parties Involved in Frauds in Banks - Prevention of Frauds Committed by Employees - Detection of Frauds Committed by Employees - Summary - Self-Assessment Questions

Chapter 24: Frauds in Insurance Industry

Structure: Introduction of Fraud in Insurance Sector - Definition of Frauds in Insurance Sector - Frauds in the Insurance Sector - Prevention of Frauds in Insurance Sector - Employee training for fraud prevention - Whistle blowing of Fraud - Summary - Self-Assessment Questions

Chapter 25: Scams and Scandals

Structure: Introduction - Definition of Scam and Scandals - Overview of Scams and Scandals - Summary - Self-Assessment Questions

Chapter 26: Competition Act, 2002

Structure: Why MRTP was replaced? - Formation of Competition Act, 2002 - Objectives of Competition Act, 2002 - Competition Commission of India - Components of Competition Act - Comparison between MRTP Act and Competition Act - Competition Bill, 2012 - Summary - Self-Assessment Questions

Chapter 27: Intellectual Property Rights

Structure: Introduction - Objectives/Need - Different Intellectual Property Rights(IPR) - Benefits of Intellectual Property Rights - Scenario of IPR in India - Summary - Self-Assessment Questions

Chapter 28: Cyber Crime

Structure: Introduction - Definitions of Cyber Crime - Types of Cyber Crime - Prevention of Cyber Crime - Summary - Self-Assessment Questions

Global Logistics and Supply Chain Management

Chapter 1: Globalization of Business

Structure: Introduction - Environment for Globalization - Why Globalization Business - Factors Causing Globalization: - Types of Globalization Business - Phases of Globalization - The Drivers of Market Globalization - Problems in Globalization . - What Are the Advantages/ Disadvantages of Globalization? - Summary - Self-Assessment Questions - References

Chapter 2: International Productivity, Quality and Global competitiveness

Structure: Introduction Productivity, Quality and Global Competitiveness - Relation Between Quality and Productivity - Total Quality Management - Productivity & Models of Productivity - Productivity Measures - Productivity Changes - What Causes Low Productivity - Competitive Advantage - Quality and Global Competitiveness - Summary - Self-Assessment Questions - References

Chapter 3: Global Sourcing

Structure: Introduction - Drivers of Global Sourcing - Strategic Outsourcing. - Outsourcing - Co-sourcing - Insourcing - Counter wave Outsourcing - Supplier Evaluation & Selection - Benefits and Risk of Global Sourcing - Case Study Ikea & Walmart - Summary - Self-Assessment Questions - References - -

Chapter 4: International or Global Purchasing And SCM - Structure

Structure: Introduction - Purchasing Cycle: - The Evolution of The Purchasing and Supply Management Function - Important of Purchase Management - The Supply Management Process - Integrated Supply Management - Purchasing Management. - Purchasing Activities - Global Sourcing & Purchasing - International or Global Purchasing - Rationale Behind Purchasing Internationally - Global Risk Issues - International Sourcing & Procurement Strategy - Product Procurement & SRM: - Summary - Key Words - Self-Assessment Questions - References

Chapter 5: International Logistics

Structure: Introduction - Logistics Activities - Objectives and Scope of Logistics - Global Logistics - International Logistics Functions. - Significance of International Logistics - Logistic Effect on Supply Chain Management - Managing the Logistics of a Global Organization - International Logistics Vs. Supply Chain Management - Role of Logistic Intermediaries - PI Of Logistics - International Transport Documentation - Case Study - Summary - Self-assessment Questions - References

Chapter 6: SCM Overview

Structure: Introduction to Supply Chain Management - SCM Approach - SCM Defamation - Supply chain management - Principles of Global Supply Chain Management - Drivers of Globalization - SCM Global Optimization - Supply Chain Networks - Supply Chain Strategy Building Blocks - Performance Measurement and Controls - Key Issues and Complexities in Supply Chain Management - Supply Chain Strategy Building Blocks - Managing Uncertainty and Risk - Summary. - Case Study - Self-assessment questions - Key words - References/Suggested readings

Chapter 7: Managing International Service Operations

Structure: Introduction - Service and Service Operations - Challenges in Service Operations - Different Types of Services. - Different Types of Service Processes - Success of Service Operation - Counter wave Outsourcing - Supplier Evaluation & Selection - Benefits and Risk of Global Sourcing - Case Study Ikea & Walmart - Summary - Self-Assessment Questions - References

Project Management

Chapter 1: Introduction to Project Management

Structure: Introduction - Definitions and Meaning of Project. - Meaning, scope and Need for project management - Types of Projects - Project management triangle - Project Life Cycle - Project Charter - Benefits of project management - Obstacles to project management - Project Management as a Profession - Project Consultant - Summary - Key Words - Self-Assessment Questions

Chapter 2: Basic concepts in Project Management.

Structure: Introduction - Benchmarking - Brainstorming - Budgeting - Cause and Effect Diagram - Critical chain scheduling - Design of Experiments - Event Chain Methodology - Halo effect - Monte Carlo Analysis - Pareto Chart tool - Project activity diagram - RACI Chart Tool - Requirements collection - Resource leveling - Rule of seven - Value Engineering - Virtual team - Summary - Key Words - Self-Assessment Questions

Chapter 3: Project Identification and Planning

Structure: Introduction - Importance and Need for Project Identification - SWOT analysis - Steps in project identification - Generation of project ideas - Screening of project ideas - Project Appraisal - Project Rating Index - Project Selection Methods - Project formulation - Project Planning - Project Design - Project Scheduling - Work Breakdown Structure (WBS) - Format of a Project Report - Summary - Key Words Note - Self-Assessment Questions

Chapter 4: Project Management Process

Structure: Introduction - Importance - Scope and Need for Project Management Process - Environment of Project Management - Project Management Process - Project Methodologies - Project Management Office - Project Management Principles - Project management Tools - Statement of Work - Agile Project Management - Extreme Project Management - Knowledge management - Stress Management - Project Portfolio Management - Project Record Management - Summary - Key Words - Self-Assessment Questions - -

Chapter 5: Project Management Knowledge Areas

Structure: Introduction - Project Management Knowledge Areas - Project Integration Management - Project Scope Management - Project Time Management - Project Cost Management - Project Quality Management - Project Human Resource Management - Project Communications Management - Project Risk Management - Project Procurement Management - Project Stake Holders Management - Summary - Key Words - Self-Assessment Questions

Chapter 6: Project Quality Management

Structure: Introduction - Meaning and importance of Project Quality Management - Basic quality tools - Quality Control and Quality Assurance - Project Quality Plan - Total Quality Management - Kaizen - ISO Certification - Summary - Key Words - Self-Assessment Questions

Chapter 7: Project Functional Management

Structure: Introduction - Meaning and importance of Project Management - Organizational Structure - Leadership qualities of a Project Manager - Roles and Responsibilities of a Project Manager - Project Human Resource Management - Project Financial Management - Project Marketing Management - Purchase and Vendor Relationship Management - Summary - Key Words - Self-Assessment Questions

Chapter 8: Project Execution, Monitoring and Control

Structure: Introduction - Meaning and importance of Project Execution - Project Organisation - Project contracting - Methods of Project contracting - Project direction - Project coordination - Project communication - Project Review - Project Monitoring - Project Control - Critical Path Method (CPM) - Project Evaluation and Review Technique (PERT) - Float, Leads and Lags - Delays in Project Completions - Project Cost Control - Standard Cost and Variance Analysis - Summary - Key Words - Self-Assessment Questions

Chapter 9: Project Management Information System (PMIS)

Structure: Introduction - Role of Project Management information system (PMIS) - Computer Aided Design (CAD) - Computer Aided Manufacturing (CAM) - Flexible Manufacturing System - Procurement Software - Project Management Software - SaaS and Cloud-Based Project Management Software - Enterprise Resource Planning (ERP) - Material Resource Planning (MRP) - Summary - Key Words - Self-Assessment Questions

Chapter 10: Project Performance Measurement and Evaluation

Structure: Introduction - Importance of Project Performance Measurement - Project Performance Measurement - Project Performance Evaluation - Project Audit - Steps for Closing the Project - Lessons Learnt from the project experience - Summary - Key Words - Self-Assessment Questions

Supply Chain Management

Chapter 1: Introduction to Supply Chain Management

Structure: Introduction - Logistics and SCM - Development of Logistics - The Role of Logistics in the Economy - Logistics and Competitive Performance - Physical Distribution Management (PDM) - Components of PDM - The Systems or "Total" Approach to PDM - Summary - Self Assessment Exercises - References and Suggested Further Readings

Chapter 2: Principles Of Supply Chain Management

Structure: Introduction - How does SCM Work? - The Logistics-Marketing Interface - Logistics and Product LifeCycle - Areas of Logistics and Marketing Interaction - The Logistics-Manufacturing Interface - Customer Service Issues at the Logistics-Manufacturing Interface - Summary - Self Assessment Questions - References and Suggested Further Readings

Chapter 3: Customer Focus in Supply Chain Management

Structure: Introduction - Customer Service - Functional vs. Innovative Products: SCM Issues - Efficient Consumer Response - Quick Response and Accurate Response - Chain Relationship within and Beyond the Organization - SCM as a Core Strategic Competency - Summary - Self-Assessment Questions - References and Suggested Further Readings

Chapter 4: Logistics - Inbound and Outbound - Structure: - Introduction - Logistics: Definition - What is Supply Chain Management (SCM)? - Design and Management of SCM - Logistics: Inbound and Outbound - Suppliers to Manufacturers - Manufacturers to Consumers - Logistics Management - Integrating Logistics - Perspectives in Logistics - Summary - Self Assessment Questions - References and Suggested Further Readings

Chapter 5: Models for SCM Integration

Structure: Introduction - Integrated Supply Chain/ Value Chain - Supply Chain Strategies - Demand Management - Internet and SCM - Physical Goods Flow, Virtual Flow and Cash Flow - Bullwhip Effect - A New Perspective to Counter Bullwhip Effect - Drivers of SCM - Summary - Self Assessment Questions - References and Suggested Further Readings

Chapter 6: Strategic Supply Chain Management

Structure: Introduction - Supply Chain: Growth - Supply Alliances - Supplier Quality Management - Supply Chain Re-engineering - Summary - Self Assessment Questions - References and Suggested Further Readings

Chapter 7: Organizing for Global Markets

Structure: Introduction - Strategies for WCSCM - Globalization - International Logistics - Integrating Logistics - World Class Logistics Management (WCLM) - Summary - Self Assessment Questions - References and Suggested Further Readings

Chapter 8: Information Technology: A Key Enabler of SCM

Structure: Introduction - Information and Technology in the Integrated Supply Chain - Importance of Information in Integrated Business - Inter Organizational Information Systems (IOIS) - Information Requirements Determination for a Supply Chain - Information and Technology Applications for SCM - Summary - Self Assessment Questions - References and Suggested Further Readings

Chapter 9: Intelligence Information System

Structure: - Introduction - Changing Paradigm of Manufacturing - Materials Requirement Planning (MRP) - Manufacturing Resource Planning (MRP-II) - Enterprise Resource Planning (ERP) - Distribution Requirement Planning (DRP) - Distribution Resource Planning (DRP-II) - ERP vs. SCP (Supply Chain Planning) - Summary - Self Assessment Questions - References and Suggested Further Readings

Chapter 10: IT Packages in SCM

Structure: Introduction - Role, Advantages and Limitations of Software Packages - Architecture of 'SAP R/3 ERP' Solution - Architecture of BaaN ERP Solution - Selecting the Right ERP Package - i2 Technology - Contribution of the Software Packages to the SCM - Summary - Self –Assessment Questions - References and Suggested Further Readings

Chapter 11: Future Trends and Issues

Structure: Introduction - Collaborative Strategies - Vendor Managed Inventory - Third Party Logistics - Fourth Party Logistics - Enterprise Resource Planning - Internet and E-commerce - Supply Chain Agents - Green Supply Chain - Reverse Logistics - World Class Supply Chain - Summary - Self Assessment Exercises - References & Suggested Further Readings

Chapter 12: Design for Supply Chain Management and Greening the Supply Chain

Structure: Introduction - Factors Influencing Supply Chain Design Decisions - Sustaining Competitive Advantage - Good Business Model / Strategy - Demand Driven Supply Networks - Secret to Supply Chain Excellence is Balance - Supply Chain Design - Supply Chain Strategies - Hau Lee's Uncertainty Framework - Aligning Strategies, Efficiency and Cost Savings in Supply Chain - Product and Process Design for Supply Chain Management - Design for Manufacturing - Design for Logistics - SCM –Trade off Curves - Greening the Supply Chain - Summary - Self Assessment Questions - References and Suggested Further Readings

Chapter 13: Supply Chain Management in Service Organizations / Non Manufacturing Sector

Structure: Introduction - Supply Chain Management of Products vs. Services - Financial Services Sector - Hospitality - Transportation - Software - Communication - Healthcare - Consultancy - Education - Government - Retailing - Summary - Self Assessment Questions - References and Suggested Further Reading