

Course Codes with Name	Course Content
Module - I	
GM11 - Management Functions & Organization Behaviour	<p>MANAGEMENT FUNCTIONS AND ORGANIZATIONAL BEHAVIOUR</p> <p>Introduction to Management: The Nature of Organizations and Management; Philosophies and Approaches to Management Practice; Social Responsibility and Ethics</p> <p>Planning & Controlling: Organizational Decision Making; Planning as an Organizational Activity; Controlling as an Organizational Activity</p> <p>Organizing & Leading: Organizing and Co-ordinating the Work of the Organization; Power and Distribution of Authority; Leading Organizational Members; The Nature of Groups and Teams in Organizations</p> <p>Organizational Behaviour & Perception: Perception; Personality and Cultural Differences; Attitudes in Organizations; Interpersonal Relations; Work Motivation; Conflict management</p>
GM04 - Managerial Economics	<p>MANAGERIAL ECONOMICS</p> <p>Introduction, Utility of Managerial Economics, Equilibrium and Related Concepts: Utility of Managerial Economics, Case Study; Basic Principles of Economics</p> <p>The Theory of Demand: Demand Schedule, Demand Function and Demand Curve, Law of Demand; Determinants of Demand, Elasticity of Demand; Utility Theory and Indifference Curve Approach; Demand Estimation</p> <p>The Theory of Production: Production Function, Law of Diminishing Returns, Stages of Production, Isoquants and Isocost Line, Equilibrium of the Firm; Revenue and Costs, Break Even Analysis, Shut Down Point, Supply Curve, Factors Affecting Supply, Elasticity of Supply</p> <p>Pricing and Output Decisions: Perfect Competition and Monopoly – Long Run and Short Run Equilibrium – The Supply Curve – Price Discrimination; Monopolistic Competition and Oligopoly: Equilibrium–Kinked Demand Curve, Cournot’s Duopoly; Oligopoly–Price Leadership, Cartels, Game Theory</p> <p>Alternate Theories of the Firm: Sales Maximization, Williamson’s Model, Marris Model; Simon’s Model, Cyert and March Model Please refer to the prescribed book, Chapter 13 page 363–371.</p> <p>Decision Making under Risk and Uncertainty: Decision-Making Under Risk and Uncertainty; Game Theory</p>
GM03 - Business Statistics	<p>BUSINESS STATISTICS</p> <p>PART A</p> <p>Set Theory: Set Theory- Functions and Applications</p>

Defining Statistics, Statistics Data and Summary Measures, Basics of Statistics: Frequency distribution and Graphical presentation of data, Measure of central tendency, measure of dispersion, Standard Deviation and Computation, skew ness, moments and kurtosis

The Basics of Probability: Bayesian Theorem, Probability and Probability Distribution, uniform , Binomial and Poisson Distribution

Sampling and statistical Testing, Sampling Methods and Central Limit Theorem; Testing Hypothesis: chi-square and its applications

Forecasting and Time Series Analysis, Forecasting: Components of Time series, smoothing methods, Trend Projection, Regression and correlation

PART B

Management and Decision Making: Management and Decision-Making: Overview of Operations Research Modeling Approach, Development of Operation Research

Linear Programming and Specially Structures Linear Programming: Formulation and Graphical Solution, Simplex Method, Linear Programming Applications: Marketing Applications, Production Management applications, Blending Problem, Manpower Planning, Financial applications, Duality in LP, Sensitivity Analysis, Transportation, Transshipment and Assignment Problem

Sequencing and Queuing Theory: The Problem, General Structure of Queuing Theory, Operating Characteristics of queuing Theory, Models.

Decision Theory: Posterior Analysis, Decision Tree, Utility Theory: Utility as basis for Decision making

Basic Concepts: Markov Chain, Simulation and Theory of games

FINANCIAL AND MANAGEMENT ACCOUNTING

Management Accounting - An Overview

Using Financial Statements: Statement of Financial Information; Statement of Changes in Financial Position; Financial Statement Analysis

Cost Accumulation/Determination: Cost Concepts; Costing and Control of Materials; Costing and Control of Labour; Costing and Control of Factory Overheads; Job order, batch and contract costing; Process Joint and by-product costing; Unit/single/output and operating costing; Variable costing and absorption costing; Uniform costing and interfirm comparison; Reconciliation and integration

Profit Planning: Cost-Volume-Profit Analysis; Budgeting; Capital Budgeting

Cost Control: Standards costs; Variance Analysis: Cost Variances; Variance Analysis: Revenue Variances; Responsibility Accounting

Decision Making: Decision Making

INTRODUCTION TO INFORMATION TECHNOLOGY

IT in the Business Environment: Introduction; Business and Information Technology;

FM11 - Financial & Management Accounting

IS01 - Introduction to Information Technology

	<p>Information Technologies in the Modern Organization IT Infrastructure: Computer Hardware; Computer Software; Managing Organizational Data and Information; Telecommunications and Networks; The Internet, Intranets and Extranets Applying for Competitive Advantage: Electronic Commerce; Computer-Based Supply Chain Management and Information Systems Integration; Data, Knowledge, and Decision Support; Artificial Intelligence and Intelligent Systems Achieving Informational and Organizational Goals: Strategic Information Systems and Reorganization; Information Systems Development; Implementation IT; Ethics, Impacts and Security</p>
<p>GM12 - Business Communication</p>	<p>BUSINESS COMMUNICATION Communication in Business Organizations: Introduction to Communication in Business Organizations Communication Theory: Nature, Scope and Process of Communication; Channels and Networks of Communication; Principles of Effective Communication; Barriers in Communication Verbal and Nonverbal Communication: Introduction to Oral Communication; Informal Conversations; Introduction to Nonverbal Communication Formal Conversations and Making Oral Presentations: Meetings, Interviews and Group discussions; Listening Skills, Need for Oral Presentations; Features of a good Presentation; Planning the presentation. Written Business Communication: Principles of Effective Business Correspondence; Formal and Informal Letters; Letters of Request and Complaint; Positive and Negative Writing; Accepting and Declining Letters; E- Mail and Web Writing; Job Applications and Resume Writing; Report Writing: Business Reports; Academic Report Writing. Negotiation Skills: Introduction to Negotiation Skills</p>
<p>Award : Certificate in Management</p>	

<p>Module - II</p>	
<p>OM01 - Operations Management</p>	<p>OPERATIONS MANAGEMENT Basic Concepts: Introduction, Operations Management Basics Product and Process Design: The Product Development Process, Analyzing a Process, Process Decision Facility Location Planning & Facility Layout: Facility Planning, Location Decisions, Facility Layout Capacity Design and Planning: Introduction - Capacity Planning, Managing Supply and Demand</p>

	<p>Production Planning: Introduction, Scheduling</p> <p>Productivity and Work Study: The Organization and Productivity, Job Design</p> <p>Materials, Purchasing & Stores Management: Materials Management, The Supply Chain, Supply Chain Performance</p> <p>Inventory Management: Introduction - Inventory Management, Elementary Inventory Models, Inventory Control</p> <p>Managing for Quality: Introduction, Statistical Control</p> <p>Maintenance Management: Introduction-The Maintenance Function, Maintenance Strategies, Maintenance Performance</p>
<p>HR01 - Human Resource Management</p>	<p>HUMAN RESOURCE MANAGEMENT</p> <p>Introduction to Human Resource Management: Concept and scope of HRM, Global HRM</p> <p>Acquiring and Deploying Human Resources: Human Resource Planning, Job Analysis, Recruitment, Selection</p> <p>Assessing, Rewarding and Developing Human Resources: Managing Performance, Issues in Compensation and Benefit Administration, Training and Development, Career Planning</p> <p>Management of Non-Executives: Management of Industrial Relations, Collective Bargaining, Employee Participation.</p> <p>Emerging Issues in Human Resource Management: Employee Empowerment, Future of Human Resource Management</p>
<p>MM01 - Marketing Management</p>	<p>MARKETING MANAGEMENT</p> <p>Introduction to Marketing Management: Marketing Concepts and Tools; The Changing Marketing Scenario; Building Customer and Retaining Customers; Customer Value and Satisfaction; Customer Delight; Strategic Planning; Market Oriented Strategic Planning.</p> <p>Analyzing Marketing Opportunities: MIS and Market Research; The Market and Non-Market Environment; Analyzing Consumer Market and Buyer Behaviour; Analyzing Business Market and Business Buying Behaviour.</p> <p>Identifying Market Segment, Targeting and Positioning: Market Segmentation; Pattern Procedures; Evaluation of the Market Segment; Market Targeting; Developing and Communicating a Positioning Strategy.</p> <p>Formulating Marketing Strategies: Differentiation Strategies; Product Life-cycle Strategies; New Product Development; Developing Competitive Advantage.</p> <p>Marketing Decisions: Managing Product; Product Mix; Product Lines and Brands; Designing and Managing Services; Developing Pricing Strategies - Pricing Methods; Strategies.</p> <p>Managing and Delivering Marketing Programs: Managing Marketing Channels; Managing Retailing; Wholesaling and Market Logistics; Developing Integrated Marketing Communication; Managing Sales Force.</p>

	<p>Marketing in 21st Century: Changing Trends in Marketing Mix; CRM; e-Marketing; B2B Marketing; Socially Responsible Marketing</p>
<p>GM02 - Economic and Social Environment</p>	<p>ECONOMIC & SOCIAL ENVIRONMENT</p> <p>Concept of Business Environment : Significance and nature, interaction matrix of different environmental factors; the process of environmental scanning</p> <p>Political-legal Environment : Business and the Constitution; Introduction to some important business laws: MRTP, Competition (Amendment) Bill 2007; IDRA 1951; FEMA; SEBI Act; Consumer Protection Act; Changing dimensions of these laws and their impact on business</p> <p>Economic Environment: Public Sector; Private Sector and their changing roles; Industrial Policy in India and their Changing Role; Small-scale Industries and their Role; Industrial Sickness in India; Monetary Policy; Fiscal Policy; Financial Institutions; Union Budget and its impact on business</p> <p>Technological & Socio-Cultural Environment: Need for Technology and its Regulations; Problem of Selecting appropriate Technology; Multinationals as a Source of Technology; Indian Culture and Values and their Implications for Industrialization and Economic Growth; Social Responsibility and Indian Business</p> <p>International Economic Environment: Globalization and its impact on Indian economy; WTO & India; Foreign Trade Policy; Regional Trade Blocks or Regional Trade Arrangements (RTAs)</p>
<p>GM07 - Research Methodology</p>	<p>RESEARCH METHODOLOGY</p> <p>Overview of Marketing Research: Introduction of Market Research; Defining the Market Research Problem</p> <p>Research Design and Formulation: Research Design; Exploratory Research Design: Secondary Data; Exploratory Research Design: Qualitative Research; Descriptive Research Design: Survey; Descriptive Research Design: Observation</p> <p>Measurement and Data Collection: Measurement and Scaling: Fundamentals and Comparative Scaling; Measurement and Scaling: Non-comparative Scaling Techniques; Questionnaire and Form Design; Sample Design and Procedures</p> <p>Data Analysis and Reporting: Frequency Distribution, Cross-Tabulation, and Hypothesis Testing; Analysis of Variance and Covariance; Correlation and Regression; Report Preparation and Presentation</p>
<p>FM12 - Financial Management</p>	<p>FINANCIAL MANAGEMENT</p> <p>Nature of Financial Management: Nature of Financial Management; Goals of Financial Management; Time Value of Money; Capital Budgeting</p> <p>Capital Budgeting: Risk and Return in Capital Budgeting; The Cost Capital; Leverages</p> <p>Financial Issue Management: Long Term Financing Issues; Dividend Policy; Financial Ratio</p>

	Analysis Working Capital Management: Principles of Working Capital Management; Receivable Management; Inventory Management; Cash Management; Working Capital Finance
Award : Advanced Certificate in Management*	

Module - III Specialization Module **	
Marketing Management (MM)	
Financial Management (FM)	
International Business (IB)	
Human Resource Management (HRM)	
Operations Management (OM)	
Information Systems (IS)	
Award : Professional Certificate in Management*	

Module - IV	
GM06 - Business Law & corporate Governance	<p>BUSINESS LAW & CORPORATE GOVERNANCE</p> <p>Mercantile or Business Law: Meaning and Nature of Law Law of Contract: Law of Contract; Consent and Free Consent; Consideration; Capacity to Contract; Performance of the Contract Contract of Guarantee and Indemnity: Contract of Guarantee and Indemnity; Rights and Discharge of Sureties and Creditor; Contract of Indemnity Contract of Bailment: Contract of Bailment: Duties and Rights of Bailee; Contract of Bailment: Duties and Rights of Bailor and Termination of Bailment Contract of Agency: Contract of Agency-Kinds of Agency and Agents; Duties and Rights of an Agent; Principal's Duties to the Agent and Termination of an Agency Sale of Goods Act: Law of Sale of Goods-Essentials of a Contract of Sale and Classification of Goods; Conditions and Warranties; Unpaid Seller and Remedies for Breach of a Contract Negotiable Instruments Act: Law of Negotiable Instruments: Meaning and Essential Elements of Negotiable Instrument; Bill of Exchange and Promissory Note; Holder and Holder in Due Course; Discharging of Negotiable Instrument and Liability of Parties; Dishonour of Negotiable Instrument</p>

Company Law: Elements of Company Law: Company and its Incorporation; Company Management and Winding up

Corporate Governance Concepts: Corporate Governance; Desirable Codes for Corporate Governance; Effective Corporate-Governance: International Experiences

INTERNATIONAL BUSINESS

Globalization & WTO: History of globalization implementation in different countries, Stages of globalization, History of WTO, Agreement of WTO, General Agreement on Trade and Service (GATS) and Agreement of trade related investment measures.

International Trade & WTO: Current trends in international trade, Reforms for the growth of foreign trade, Challenges and opportunities in international trade, WTO & Intellectual property rights and WTO & dispute settlements.

India's Trade Policies: History of India's trade policy, Long term export-import policies from 1990-92 onwards and Major highlights of foreign trade policy (2004-2009).

International Business Environment: Changes in the global economy, Economic reforms & international business, Opening up of different economies & India and Foreign direct investment.

Global Monitoring Systems and Foreign Exchange: Exchange rate theories, Exchange rate systems, Currency markets, Structure of FOREX market, Spot & Forward rate and Exchange rate determination.

Exchange Risk Management & FEMA (Foreign Exchange Management Act): Foreign exchange risk, Exchange rate depreciation on export-import, Impact of exchange rate, Forecasting of exchange rate and Foreign Exchange Management Act.

Strategy of International Business: Role of strategy, Strategic choices, International market entry strategies and Global-HEX model in international business.

International Business: International marketing, International marketing theories, Forms of International marketing, Scanning of International environment, SWOT analysis, Segmenting International marketing, Pricing Strategies and Product Developments in international markets and international product strategies.

International Distribution and Promotion: Developing international channels, Managing international channels, Six Cs in international management, International promotion, Advertising in foreign markets and Promoting products abroad and Online marketing.

International Human Resources: Staffing policy, Strategies for global HRM, Outsourcing, Challenges of International HR, Managing cross-cultural workforce and Compensation and performance appraisal.

International Operations and Manufacturing Management: Operation in global markets, Managing material, Strategy in manufacturing, Location decisions, Role of foreign factories in domestic markets, Global supply chain management, Global logistics, Customary role of logistics service provides.

Global Financial Management: Capital markets, Benefits of global capital market,

IB06 - International Business

	<p>International capital decision, Global treasury management, International investment decision and Moving money across borders.</p> <p>Expert-Import Management: Expert-Import procedures, Role of export promotion council & commodity boards, EXIM documentation, EXIM finance, Documentary credits and other documents.</p> <p>Regional Trading Blocks: Types of regional groupings, NAFTA, Central American common market, Caribbean community & common market, South-Asian Association for regional corporation association of South-East Asian nations.</p> <p>Global Sunrise Industry: Global Technological industry, Biotechnological industry, Country analysis on bio-tech industry, Bio-agriculture sectors, Electronic industry and Garments industry.</p>
<p>GM13 - Entrepreneurial Management</p>	<p>ENTREPRENEURSHIP MANAGEMENT</p> <p>Introductory Framework- Concepts of Entrepreneur and Entrepreneurship, Nature of Entrepreneurship, Categories and characteristics of Entrepreneurs, Entrepreneurs versus managers, Entrepreneurial Tasks, Role of Entrepreneurs, Entrepreneur versus Intrapreneur, Theories of En; Theories of Entrepreneurship; Business Planning for a New Venture; Buying an Existing Business; Franchises as Entry Strategies; Production Planning and Control; The Marketing Aspects; Organizational Planning; Human Resources Management; Funding the Enterprise: Sources of Capital; Financial Statements, Record Keeping, Budgeting and Control; E-entrepreneurship Inventory</p>
<p>GM14 - Strategic Management & Ethics</p>	<p>STRATEGIC MANAGEMENT AND ETHICS</p> <p>Introduction to Strategic Management: Understanding Strategy; Defining and Explaining Strategy; Levels at which Strategy Operates; Strategic Decision-making; The Process of Strategic Management; Strategies and their Role in Strategic Management</p> <p>Strategic Intent: Hierarchy of Strategic Intent; Vision; Mission; Business Definition; Goals and Objectives</p> <p>Business Strategy Formulation: Business Level Strategy; The Concept of Competitive Advantage; SWOT Analysis; Key Success Factors; The Value Chain</p> <p>External Analysis: Industry Structure; Pest Analysis; Defining the Scope of the Industry; Dynamics of Competition</p> <p>Corporate Strategy Formulation: Typology of Corporate Strategy; Single-business Firms; Diversification; Portfolio Techniques for Corporate Strategic Planning; Mergers and Acquisitions; Joint Ventures, Strategic Alliances and Inter-Organizational Relations; Value through Corporate Strategy</p> <p>International Strategies: Opportunities and Challenges from Globalizations; Impact of National Conditions on Competitive Advantage; Strategies in Geographical Expansion</p> <p>Strategic Organizational Design: Organizational Structure and Design; Organizational Structure and Its Competitors; Basic Organizational Configurations; Relationship between</p>

	<p>Strategy and Structure</p> <p>Learning and Knowledge Organization Strategy: Dynamic Capabilities; Organizational Learning; A Model for Knowledge Organizations</p> <p>Family and Micro Business Strategy: Family Business as s System; Strategic Concerns of the Family Business; Corporate Strategy in Family Business; Strategic Decision-Maker in a Micro Business; Global Linkages of Micro Business; Local Linkages for Micro Business</p> <p>Internetworking and E-learning Strategy: Value Proposition of the Internet working Strategy; Types of Internetworking Business Models; Level and Form of Internetworking Models</p> <p>Strategic Leadership: Significance of Strategic Leadership; Models of Strategic Leadership</p> <p>Corporate Governance and Business Ethics: Corporate Governance Mechanisms; Corporate Governance in India; Corporate Governance: Shareholder Versus Stakeholder Theory; Corporate Social Responsibility</p> <p>Strategic Planning and Change Management: Triggers for change; Strategic Planning; Types of Changes in Organizations; Managing Strategic Change; Internal Changes as Firms Privatize</p> <p>Strategic Control: Context for Strategic Control; Criteria for Strategic Control; Mechanisms for Strategic Control</p> <p>Strategic Decision-Making: Planning Process; Programming System; Performing Modalities; Profitability Factor; Development Growth</p>
<p>GM100 - Project Work</p>	<p>PROJECT WORK</p> <p>The Course is equivalent to two regular courses. Students would be required to do a field case or empirical study.</p> <p>The project is to allow students to demonstrate their ability in applying their knowledge and skills to a real life situation, usually within their own organization or based on a new application area. Under the supervision of a project guide, students are required to design and prepare a comprehensive report based on data collected from and about the organization under study. The students must try to apply some of the techniques that they may have learnt during the course.</p>
<p>Award : Post Graduate Diploma in Management*</p>	

<p>Specialization Module</p>	
<p>Marketing Management (MM)</p>	
<p>MM02 - Sales and Distribution Management</p>	<p>SALES AND DISTRIBUTION MANAGEMENT PART-I:SALES MANAGEMENT Personal Selling & Marketing Strategies: Introduction to Sales Management; Personal</p>

	<p>Selling and Salesmanship; Personal Selling Objectives; The Selling Process. Sales Planning: Sales Organization; Sales Forecasting; Sales Budgeting; Territory Designing; Managing Sales Quota; Sales Control and Cost Analysis. Managing the Sales Force: Recruitment and Selection; Motivation and Compensation of Sales Force; Evaluation & Controlling Sales Force.</p>
<p>MM03 - Advertising and Brand Management</p>	<p>ADVERTISING AND BRAND MANAGEMENT Nature and Scope of Advertising: Definition; Significance and Changing Concepts of Advertising, Functions and Types of Advertising; Social and Economic Effects of Advertising Campaign Planning: Advertising Campaign; Campaign Planning Process; Product Market Analysis; Setting Advertising Objectives; DAGMAR Approach; Budgeting and Creative Strategy Media Planning: Types of Media; Basic Media Strategy; Media Planning and Research; Factors Affecting Media Selection; Media Characteristics and Media Scheduling Copy Design and Development: Nature and Use of Appeals; Message Format and Copy Writing and Script; Storyboard; Layouts and Illustrations Advertising Agency - Operations and Management: The Ad Agency; Types of Agency; Agency Organization Structure; Agency-Client Relationship and Selection of an Ad Agency Measuring Advertising Effectiveness: Pre-testing and Post-testing Techniques Brand Management: Concept; Decision; Elements and Brand Portfolio Brand Association: Brand Awareness; Identity; Image; Personality and Loyalty; Managing Brand Equity through Brand Loyalty; Measuring Brand Equity Branding Strategies: Evaluation of Brands; Perceived Quality; Brand Positioning and Repositioning; Brand Extension Decisions</p>
<p>MM04 - International Marketing Management</p>	<p>INTERNATIONAL MARKETING MANAGEMENT Introduction to International Marketing: Scope of International Marketing; Theories of International Trade; Dynamic Environment of International Trades; Balance of Payments; World Trade Organizations; Difference between Domestic; International, Multinational, Global Market; EPRG Framework. International Marketing Environment: Social, Cultural, Political, Legal and Economic Environment; International Economic Institutions; Regional Agreements; role of IMF & WTO. International Marketing Mix: International Market Research; Identifying Foreign Market; Product Policy and Planning; Branding Pricing in International Market; Distribution Planning & Strategy; Promotion; International Advertising. International Marketing Strategies: Export-import Policy; International Entry Method; Risk Management; Competitive Analysis and Strategy; Cooperative Strategies and Global Partnership; Implementing International Marketing Strategies; Export Documentation and Procedure</p>
<p>MM05 - Marketing of Services</p>	<p>MARKETING OF SERVICES Concepts and Issues of Service Marketing: The Emergence of Service Economy; Nature and Classification & Characteristics of Services; Challenges in Service Marketing.</p>

	<p>Strategic Issues in Service Marketing: The Service Encounter; Consumer Behaviour in Service Marketing; Segmentation; Differentiation and Positioning of Services; Obligation & Duties of Service Provider; Service Tax Provisions.</p> <p>Marketing Mix in Services: Product; Price; Promotion; Place; People; Physical Evidence and Process Decisions.</p> <p>Managing Service Quality & Demand: Introduction to Service Quality - Dimension of Total Quality; Management of People and Techniques; Controlling Quality of Services; Demand Measurement and Supply Management.</p> <p>Application of Service Marketing: Marketing of Financial; Hospitality; Health; Educational and Professional Services; Marketing of Non-Profit Organizations and NGOs.</p>
<p>MM07 - Consumer Behaviour</p>	<p>CONSUMER BEHAVIOUR</p> <p>Introduction to Consumer Behaviour: Nature; Scope and Application; Consumer Research; Market Segmentation.</p> <p>The Consumer as an Individual: Consumer Need and Motivation; Learning and Involvement; Personality; Perception; Attitudes; Value; Lifestyle.</p> <p>Group Dynamics and Reference Groups: Reference Group; The Family; Social Class; Culture; Subcultural and Cross-cultural Influences; Role of Communication.</p> <p>Consumer Decision-making Process: Models of Consumer Decision-making; The Purchase Process and Consumption Experience; Low Involvement Decision-making; Situational Influences.</p> <p>ARM and Consumer Behaviour: Word of Mouth; Communication; CRM; Consumer Protection.</p>

<p>Financial Management (FM)</p>	
<p>FM02 - Management Control Systems</p>	<p>MANAGEMENT CONTROL SYSTEMS</p> <p>Nature of Management Control Systems: Basic Concepts</p> <p>The Management Control Environment: Understanding Strategies; Behaviour in Organizations; Responsibility Centres; Transfer Pricing; Measuring and Controlling Assets Employed</p> <p>The Management Control Process: Strategic Planning; Budget Preparation; Analyzing Financial Performance Reports; Performance Measurement</p> <p>Variations in Management Control: Controls for Differentiated Strategies; Modern Control Methods</p>
<p>FM03 - Security Analysis & Portfolio Management</p>	<p>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</p> <p>An Overview: Nature and scope of Investment Decisions; Components of Investment Risk; Evaluation of Securities</p> <p>Security Market: Functioning and Organization; Regulation</p>

	<p>Analysis for Equity Investment: Economy and Industry Analysis; Company Level Analysis; Technical Analysis; Efficient Market Hypothesis</p> <p>Portfolio Theory: Portfolio Analysis; Portfolio Selection; Capital Market Theory; Portfolio Revision</p> <p>Institutional and Managed Portfolios: Performance Evaluation of Managed Portfolios; Investment Companies; Mutual Funds</p>
<p>FM04 - International Finance</p>	<p>INTERNATIONAL FINANCE</p> <p>Essential Background: International Finance – Issues and Dimensions; International Monetary System; The Internationalization Process; International Financial Flows and Balance of Payments Framework</p> <p>Foreign Exchange: Foreign Exchange Market; Foreign Exchange Derivatives Markets; Determination of Exchange Rates; Empirical Evidence on Exchange Rate Determination</p> <p>Foreign Exchange Risk Management: Financial Accounting and Foreign Exchange; Managing Accounting Exposure; Measuring Economic Exposure; Managing Economic Exposure</p> <p>International Capital Budgeting: International Portfolio Investment; Capital Budgeting for the Multinational Corporation; Cost of Capital for Foreign Investments; Managing Political Risk</p> <p>Multinational Working Capital Management: Short-Term Financing; Financing Foreign Trade; Current Asset Management for the Multinational; Multinational Financial System</p>
<p>FM05 - Corporate Finance</p>	<p>CORPORATE FINANCE</p> <p>Investment Decisions: Introduction to Corporate Finance; Making Investment decisions with NPV Rule; Capital Budgeting and Risk; Practical Problems in Capital Budgeting; Organizing Capital Expenditure and Evaluating Performance</p> <p>Financing Decisions: Corporate Financing; Lessons of Market Efficiency; How much should be Firm Borrow?; Interactions of Investment and Financing Decisions; Valuing Risky Debt</p> <p>Short-term Financial Decisions: Short Term Financial Decisions; Credit Management; Cash Management</p> <p>The Final Words: Mergers; What we do and do not know about Finance</p>
<p>FM06 - Management of Financial Services</p>	<p>MANAGEMENT OF FINANCIAL SERVICES</p> <p>Financial System in an Economy: Financial System; Evolution of Indian Financial System; Types of Markets; Types of Banks</p> <p>Regulation of Financial System: Regulatory Bodies of Financial System; Instruments of Financial System</p> <p>International Exchange: Foreign Exchange Market; Foreign Investment and its Regulations; Accessing International Capital Markets</p> <p>Key Financial Intermediation Businesses: Commercial Banking; Leasing, Hire Purchase and Venture Capital; Securitization</p> <p>Key Disintermediation Based Businesses: Merchant Banking; Mutual Funds; Stockbroking</p>

International Business (IB)	
IB03 - Import Export Documentation	<p>IMPORT-EXPORT DOCUMENTATION An Overview of Export-Import Documentation; Principal Export Documents; Auxiliary Documents; Documents in Import Trade; Export Documentation Procedures Imports; Export Promotion Capital Goods Scheme; Duty Exemption Scheme; Export Oriented Units (EOUs) and units in Export Processing Zones (EPZs), Electronic Hardware Technology Park Units (EHTP) and Software Technology Park Units (STP); Export Houses, Trading Houses, Star Trading Houses and Super Star Trading Houses Key Issues in International Payments; Cyber Payments; Indian Cyber Laws National Foreign Trade Policy 2004-09; Salient Features of the Exim Policy 2002-07 Appendix I: Uniform Customs and Practice for Documentary Credits Appendix II: Glossary</p>
IB02 - Indian Foreign Trade	<p>INDIAN FOREIGN TRADE India's Trade and Performance: Horizons of International Trade; India's Trade Performance; Export Profile; Principal Imports India's External Sector: India's Foreign Trade Policy and its Evolution; Institutional Framework for Export Promotion; Export Incentives and Benefits to Exporters; Special Export Zones/Export Processing Zones/ Free Trade Zones/ 100% EOUs; Foreign Direct Investment & India's JVs Abroad India's Trade with Major Markets/Trade Blocs: European Union (EU); Latin America; Africa; ASEAN; Middle East Sectoral Performance of India's External Sector: Gems & Jewellery; Handicrafts; Readymade Garments; Engineering Goods; Computer Software</p>
HR06 - International Human Resource Management	<p>INTERNATIONAL HUMAN RESOURCE MANAGEMENT Introduction and Overview to International Human Resource Management: An Introduction; The Organizational Context; The World countries and Practical Guide to International Manager International Human Resource Management – A Perspective: International Recruitment and Selection; Performance Management; Training and Development; Compensation International Human Resource Management: Issues and Strategies: Reentry and Career Issues; Labour Relations International Human Resource Management: Moving beyond Models, Challenges and Implications: HRM Trends and Future Challenges; Human Resource Issues in Multinational Corporations International Human Resource Management: The Paradigm of Cross -Cultural Management: Cultural Variables in Organizational Context; Cultural Perspectives in Organizations; Cross-Cultural Issues</p>

<p>MM04 - International Marketing Management</p>	<p>INTERNATIONAL MARKETING MANAGEMENT Introduction to International Marketing: Scope of International Marketing; Theories of International Trade; Dynamic Environment of International Trades; Balance of Payments; World Trade Organizations; Difference between Domestic; International, Multinational, Global Market; EPRG Framework. International Marketing Environment: Social, Cultural, Political, Legal and Economic Environment; International Economic Institutions; Regional Agreements; role of IMF & WTO. International Marketing Mix: International Market Research; Identifying Foreign Market; Product Policy and Planning; Branding Pricing in International Market; Distribution Planning & Strategy; Promotion; International Advertising. International Marketing Strategies: Export-import Policy; International Entry Method; Risk Management; Competitive Analysis and Strategy; Cooperative Strategies and Global Partnership; Implementing International Marketing Strategies; Export Documentation and Procedure</p>
<p>FM04 - International Finance</p>	<p>INTERNATIONAL FINANCE Essential Background: International Finance – Issues and Dimensions; International Monetary System; The Internationalization Process; International Financial Flows and Balance of Payments Framework Foreign Exchange: Foreign Exchange Market; Foreign Exchange Derivatives Markets; Determination of Exchange Rates; Empirical Evidence on Exchange Rate Determination Foreign Exchange Risk Management: Financial Accounting and Foreign Exchange; Managing Accounting Exposure; Measuring Economic Exposure; Managing Economic Exposure International Capital Budgeting: International Portfolio Investment; Capital Budgeting for the Multinational Corporation; Cost of Capital for Foreign Investments; Managing Political Risk Multinational Working Capital Management: Short-Term Financing; Financing Foreign Trade; Current Asset Management for the Multinational; Multinational Financial System</p>
<p>Human Resource Management (HR)</p>	
<p>HR03 - Performance Management</p>	<p>PERFORMANCE MANAGEMENT Performance Management: Concept of Performance Management; The Process of Performance Management; The Performance Management Theatre Performance Planning: Basic Concepts of Performance Planning; Components of Managee Performance; Setting Performance Criteria Monitoring Performance and Development: Basic Concepts on Monitoring Performance; Ongoing Performance Monitoring and Review; Ongoing Mentoring and Managee Development</p>

	<p>Annual Stocktaking: Stocktaking Performance; Stocktaking Potential; Appraising for Recognition and Reward</p> <p>Applications of Performance Management: Transmuting Learning into Action; Change Management through Performance Management; Building and Leading High Performance Teams</p>
<p>HR04 - Training and Development</p>	<p>TRAINING AND DEVELOPMENT</p> <p>Context of Organizational Training: Need and Attitude towards Training; Overview of Training in Organizations; Strategic Planning, Training and OD.</p> <p>Process of Organizational Training: Learning, Motivation and Performance; Managing the Training Process-I; Managing the Training Process-II.</p> <p>Pre-training Requirements: Needs Analysis; Training Design-I; Training Design-II; Training Methods-I; Training Methods-II.</p> <p>Training and Thereafter: Development and Implementation of Training; Evaluation of Training; Key Areas of Organizational Training; Management Development.</p>
<p>HR08 - Managerial Leadership</p>	<p>MANAGERIAL LEADERSHIP</p> <p>Introduction to Leadership: Concept and Nature of Leadership; Leadership Traits</p> <p>Focus on Leader: Behavioural Dimensions of Leadership; Contingency and Situational Dimensions of Leadership; Charismatic and Transformational Leadership; Ethical Dimensions of Leadership</p> <p>Focus on the Followers: Power and Politics in Leadership; Leadership and Influence; Motivation and Mentoring; Leadership for Team Building</p> <p>Focus on Skills: Creativity and Innovation; Communication and Conflict Resolution; Strategic Leadership and Knowledge Management Skills; Leadership for Cross-cultural Management; Leadership Development and Succession Issues</p>
<p>HR06 - International Human Resource Management</p>	<p>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</p> <p>Introduction and Overview to International Human Resource Management: An Introduction; The Organizational Context; The World countries and Practical Guide to International Manager</p> <p>International Human Resource Management – A Perspective: International Recruitment and Selection; Performance Management; Training and Development; Compensation</p> <p>International Human Resource Management: Issues and Strategies: Reentry and Career Issues; Labour Relations</p> <p>International Human Resource Management: Moving beyond Models, Challenges and Implications: HRM Trends and Future Challenges; Human Resource Issues in Multinational Corporations</p> <p>International Human Resource Management: The Paradigm of Cross -Cultural Management: Cultural Variables in Organizational Context; Cultural Perspectives in Organizations; Cross-Cultural Issues</p>

<p>HR07 - Managing Change through Organisational Development</p>	<p>MANAGING CHANGE THROUGH ORGANIZATIONAL DEVELOPMENT Overview of Organizational Development: Introduction to Organizational Development; Nature of Planned Change Process of Organization Development: Diagnosing Organizations, Groups and Jobs; Collecting and Analyzing Diagnostic Information; Leading and Managing Change; Evaluating and Institutionalizing OD Interventions Human Process Interventions: Interpersonal and Group Process Approaches; Organization Process Approaches Techno-structural Interventions: Restructuring Organizations; Employee Involvement; Work Design Human Resources Management Interventions: Performance Management; Developing and Assisting Members Strategic Interventions: Organization and Environment Relationships; Organization Transformation</p>
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<p>Operations Management (OM)</p> <p>OM02 - Technology Management</p>	<p>TECHNOLOGY MANAGEMENT Understanding Technology: Defining Technology; Technology; An Evolution Process; Economic Analysis of Technology; Social Content of Technology; Knowledge base of Modern Technology The Context of Management Technology: The new Techno Economic Paradigm; Management in Triad; MOT Issues in Developing Economics; Current Industry Practices in India; Long Business Cycles and Leading Sectors of Technology Technology Selection: Technology Scanning; Searching for Window of Opportunity; Matching Internal/ External Competencies; Evaluating Risk vs Potential for Success; Product, Process, and Market Positioning; Short-term vs Long-term Considerations. Technology Assessment: Origin and Evolution of Technology Assessment (TA); Recent Trends and Directions in TA; Methodologies of Technology Assessment; Problem Issues in TA; Organization and Management of TA; Key Issues of TA in Developing Countries. Technology Transfer: Modes of Transfer; International – UN Systems; TNCs; Transfer from Advanced/ Industrialized Economy; Inter-firm Transfers; Development of Prototype and Full Scale Product/Processes; Direct and Indirect Costs; Legal Costs; People Based vs Hardware/Software Transfers; Technology Transfer- Communication Model. Managing Patents and Intellectual Property: What is Patent and Intellectual Property Rights; Rationale and Evaluation of Patent System; Patent System in India; How to Secure Patents; Strategic Uses of Patents.</p>
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PROJECT MANAGEMENT

Projects in Contemporary Organization: The Definition of a "Project", Why Project Management?, The Project Life Cycle, Project Management Maturity, Project Selection and Criteria of Choice, The Nature of Project Selection Models, Types of Project Selection Models

The Project Manager & Project Organization: Project Management and the Project Manager, Special Demands on the Project Manager, Selecting the Project Manager, Problems of Cultural Differences, Impact of Institutional Environments, The Project as Part of the Functional Organization, Pure Project Organization, The Matrix Organization, Mixed Organizational Systems, Choosing an Organizational Form, Human Factors and the Project Team

Generation and Screening of Project Ideas: Generation of Ideas, Monitoring The Environment, Corporate Appraisal, Profit Potential of Industries, Porter Model, Scouting for Project Ideas, Preliminary Screening, Project Rating Index, Sources of Positive Net Present Value

Market and Demand Analysis: Collection of Secondary Information, Conduct of Market Survey, Characterization of the Market, Demand Forecasting, Uncertainties in Demand Forecasting

Technical Analysis: Manufacturing Process/Technology, Project Mix, Plant Capacity, Location and Site, Machineries and Equipment, Structures and Civil Works, Environmental Aspects, Project Charts and Layouts

Financial Estimates and Projections: Cost of Project, Means of Finance, Estimates of Sales and Production, Cost of Production, Working Capital Requirement and its Financing, Profitability Projections (or Estimates of Working Results), Projected Cash Flow Statement, Projected Balance Sheet

Selection: Basic Techniques: The Time Value of Money, Investment Criteria, Project Cash Flows, The Cost of Capital

Financing of Projects, Capital Structure, Menu of Financing, Equity Capital, Preference Capital, Internal Accruals, Terms Loans, Debentures, Working Capital Advance, Financing Infrastructure Projects, Venture Capital

Implementation: Project Management, Forms of Project Organization, Project Planning, Project Control, Pre-Requisites for Successful Project Implementation
Network Techniques for Project Management, Development of Project Network, Time Estimation, Determination of the Critical Path, Pert Model, CPM Model

Project Review and Administrative Aspects: Control of In-Progress Projects, Post-Completion Audits

SUPPLY CHAIN MANAGEMENT

Overview of Logistics: Introduction; Nature and Concepts; Evolution of the Logistics Concept; Logistical Mission and Strategic Issues; Logistics in India; Growing Importance of Logistics Management; Logistical Competitive Advantage; Strategic Logistics Planning

OM03 - Project Management**OM05 - Supply Chain Management**

Process; Operational Objectives; Components of Logistics Management; Functions of Logistics Management; Integrated Logistics System.

Supply Chain Management: Nature and Concept; Value Chain; Functions and Contributions; Supply Chain Effectiveness and Indian Infrastructure; Framework for Supply Chain Solution; Outsourcing and 3PLs; Fourth-party Logistics (4PLs); Bullwhip Effect and Supply Chain; Supply Chain Relationships

Demand Management and Customer Service: Outbound-to-Customer Logistics Systems; Demand Management; Traditional Forecasting; Collaborative Planning, Forecasting, and Replenishment; Order Fulfillment and Order Management; Customer Service; Expected Cost of Stockouts; Channels of Distribution.

Procurement and Supply Management: Introduction; Inbound Logistics along the Supply Chain; Materials Management; Procurement - Importance of Item and Service; Electronic Procurement; Types of E-commerce Models.

Inventory Control and Management: The Importance of Inventory; Inventory Costs; Classifying Inventory; Fundamental Approaches to Managing Inventory; Fixed Order Quantity Approach (Condition of Certainty); Fixed Order Quantity Approach (Condition of Uncertainty); Fixed Order Interval Approach.

Warehousing Decisions: The Nature and Importance of Warehousing; The Role of the Warehouse in the Logistics System; A Basic Conceptual Rationale; Basic Warehousing Decisions; Warehouse Layout and Design; Layout and Design Principles; Layout and Design Objectives; Materials Handling; Objectives of Materials Handling; Guidelines and Principles; Packaging; The Role of Packaging; Packaging Materials; Bar Coding.

The Transportation System and Management: The Role of Transportation Selection Decision; The Basic Modes of Transportation; Legal Classifications of Carriers; Intermodal Transportation; Indirect and Special Carriers; Documentation – Domestic; Documentation – International; Bases for Rates.

Logistics and Supply Chain Information Systems: Introduction; Contemporary Issues in information Systems; Architecture and Objectives of Information Systems; Major Drivers of the Connected Economy; Logistics Information System.

Supply Chain Performance Measurement: Introduction; Dimensions of Performance; Metrics; Overview of Performance; Evolution of Metrics Utilization; Performance Categories; Supply Chain Metrics; SCOR Model.

Network Design and Facility Location: The Need for Long-range Planning; The Strategic Importance of Logistics Network Design; Logistics Network Design.

OM09 - Operations Strategy

OPERATIONS STRATEGY

Operations Strategy: Operations management as a function and a set of decisions, Trends and challenges in Operations Management, Market Analysis: Competitive Priorities and capabilities, Global strategies, Operations Strategy as a pattern of decisions

Major Process Design Decisions: Designing and developing Products and Services, Process

Re- engineering, Process Improvements, Benchmarking, Types of Process Design, Design in Services

Manufacturing Strategy: Capacity Planning, Aggregate planning, Work cell and cellular manufacturing Line balancing, New trends in manufacturing layout, Software systems for Automation (CAD/ CAM), Computer integrated manufacturing

Jit: Value Added and Waste Elimination: JIT Principles, JIT Limitations and Implementation Barrier, Sources of Waste, Toyota's Seven Waste, Waste Reduction and Environmental Responsibility

Innovation: Managing the Renewal of the Business: Innovation, Transforming Industries through Innovation, Innovation as a Process, Innovation and Operations Management, Managing Innovation

Information Technology and Value Chain: Value drivers, Core competencies/ capabilities and key success factors, Role of technology in improving business performance, Ecommerce, ERP applications, Managing Information Technology and Value chain across the organization

Maintenance Management: Equipment Maintenance, Equipment Effectiveness, Preventive maintenance Program, Total Productive maintenance, Maintenance organization

Performance Measurement: Criteria Measures and Business Decisions, Performance Criteria, Enlightened Measures, Financial and Non financial Measures, Performance Measurement and Competitive Manufacturing Management

Human Resource and Strategic Management: Managing People, Commitment to people as strategic resources, Shared involvement, Learning

Environmental and Ethical Forces: Greening the environment, Ethics: Health and Safety of employees and customers, Ethics and the supply chain, Ethics and the environment, Crisis management of Operations, Operational Issues for Safety and Security

OM08 - Quality Management

QUALITY MANAGEMENT

Basic Concepts: "Quality" Defined: The Quality Function: Managing for Quality; Quality, Costs, and Schedules; Prevention Costs; Appraisal Costs; Internal Failure Costs; External Failure Costs; Performance Measure Presentation; Malcolm Baldrige National Quality Award

Strategic Quality Management and Organization for Quality: Elements of Strategic Management; Integrating Quality into Strategic Management; Quality and the Management Cycle; Quality Policies; Quality Goals; Resources for Quality Activities; Implementing Total Quality; Obstacles to Achieving Successful SQM Evolution of Organization for Quality; Role of Upper Management; Role of Middle Management; Role of the Work Force; Role of Teams; Quality Circles

Benchmarking: Benchmarking Defined; Reasons to Benchmark; Deciding What to Benchmark; Understanding Current Performance; Planning

Quality Management Systems: Benefits of ISO Registration; ISO 9000 Series of Standards; Sector- specific Standards; ISO 9001 Requirements; Implementation; Internal Audits.

	<p>ISO 14000 Series Standards; Concepts of ISO 14001; Requirements of ISO 14001; Benefits of EMS; Integrating ISO 14000 with ISO 9000; Relationship to Health and Safety</p> <p>Total Quality Management: W.Edwards Deming's Contribution to TQM; Juran's Contribution to TQM; Crosby's Contribution to TQM; Ishikawa's Contribution to TQM; Comparing the Quality Gurus; Kaizen;</p> <p>Quality Function Deployment and Failure Mode and Effect Analysis: The QFD Team; Benefits of QFD; The Voice of the Customer; Organization of Information; QFD Process, Reliability; Reliability Requirements; Failure Rate; Intent of FMEA; FMEA Team; FMEA Documentation; Stages of FMEA</p> <p>Business Process Reengineering (bpr): Concepts; Implementation and BPR; Reengineering structure; Common Pitfalls in BPR; Change management and BPR</p> <p>Total Productive Maintenance: The Plan; Learning the New Philosophy; Promoting the Philosophy; Training; Improvement Needs; Goal; Developing Plans; Autonomous Work Groups</p> <p>Statistical Process Control: Pareto Diagram; Process Flow Diagram; Cause-and Effect Diagram; Check Sheets; Histogram; Statistical Fundamentals; Introduction to Control Charts; Variable Control Charts; State of Control; Out-of-Control Process; Process Capability; Different Control Charts for Variables; Control Charts for Attributes; Scatter Diagrams</p> <p>Service Quality Management: Products and Services; Classification of Services; Service Quality; Measuring Service Quality</p>
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Information Systems (IS)	
IS04 - Computer Networks	<p>COMPUTER NETWORKS</p> <p>Introduction: Introduction to Computer Networking</p> <p>Network Fundamentals: Application Layer; Physical Layer; Data Link Layer; Network and Transport Layer</p> <p>Network Technologies: Local Area Networks; Backbone Networks; Metropolitan and Wide Area Networks; The Internet</p> <p>Network Management: Network Security; Network Design; Network Management</p>
IS05 - Fundamentals of E-Commerce	<p>FUNDAMENTALS OF E-COMMERCE</p> <p>Electronic Commerce Basics; Defining Your E-Business Idea</p> <p>Traditional and Electronic Payment Methods; Creating an E-Business Plan; Getting Your EBusiness off the Ground Building Your E-Business; Designing an E-Business Website</p> <p>Defining E-Business Security Issues; Understanding Back-End Systems; Launching Your EBusiness</p>
IS06 - Software Engineering	<p>SOFTWARE ENGINEERING</p> <p>Introduction to Software Engineering: Software Engineering & its Background; Software Life Cycle; Software Engineering & Its Relationship with other Disciplines; Software and Its Qualities</p>

	<p>Software Engineering Principles & Design: Principles of Software Engineering; Objectives of Software Design; Techniques of Software Design</p> <p>Software Design: Software Specifications; Software Verification; Analysis, Execution and Debugging Techniques; Software Production Process Models</p> <p>Management of Software Engineering & Its Tools: Management Function & Project Planning; Project Management Tools; Classification of Software Engineering Tools; Role of Programming Language in the Environment; Case Studies</p>
<p>IS07 - Database Management</p>	<p>DATABASE MANAGEMENT</p> <p>Introduction to Databases: Types of DBMS; Entities, Attributes and Keys</p> <p>Database Handling: Entities and ERD; Relational Algebra; SQL</p> <p>Database Design: Normalization; Transactions; Partitioning; Logical and Physical Design</p> <p>Contemporary trends: Object Oriented Databases; Data Warehousing, Mining and OLAP; Databases for the Web; DBA Role and Functions</p>
<p>IS09 - Management of Information Technology</p>	<p>MANAGEMENT OF INFORMATION TECHNOLOGY</p> <p>Introduction: Fundamentals of Information Systems; Leadership Issues in Information Technology Management; The Strategic Role of Information Technology Management; Information Systems Planning</p> <p>Managing Essential Technologies: Distributed Systems Architecture; Managing Information Resources I – Hardware and Software; Managing Information Resources II – Databases and Telecommunication; Managing Operations</p> <p>Managing and Supporting Computing: Managing System Development; Decision Support Systems and Executive Information Systems; Group Support Systems and Expert Systems</p> <p>The Human Angle: Managing People and Technology; Creating a New Work Environment</p>

Module - I

GM11 - Management Functions & Organization Behaviour

GM04 - Managerial Economics

GM03 - Business Statistics

FM11 - Financial & Management Accounting

IS01 - Introduction to Information Technology

GM12 - Business Communication

Award : **Certificate in Management**

Module - II

OM01 - Operations Management

HR01 - Human Resource Management

MM01 - Marketing Management

GM02 - Economic and Social Environment

GM07 - Research Methodology

FM12 - Financial Management

Award : **Advanced Certificate in Management***

Module - III Specialization Module **

Marketing Management (MM)

Financial Management (FM)

International Business (IB)

Human Resource Management (HRM)

Operations Management (OM)

Information Systems (IS)

Award : **Professional Certificate in Management***

Module - IV

GM06 - Business Law & corporate Governance

IB06 - International Business

GM13 - Entrepreneurial Management
GM14 - Strategic Management & Ethics
GM100 - Project Work

Award : **Post Graduate Diploma in Management***

Specialization Module

Marketing Management (MM)

MM02 - Sales and Distribution Management
MM03 - Advertising and Brand Management
MM04 - International Marketing Management
MM05 - Marketing of Services
MM07 - Consumer Behaviour

Financial Management (FM)

FM02 - Management Control Systems
FM03 - Security Analysis & Portfolio Management
FM04 - International Finance
FM05 - Corporate Finance
FM06 - Management of Financial Services

International Business (IB)

IB03 - Import Export Documentation
IB02 - Indian Foreign Trade
HR06 - International Human Resource Management
MM04 - International Marketing Management
FM04 - International Finance

Human Resource Management (HR)

HR03 - Performance Management
HR04 - Training and Development
HR08 - Managerial Leadership
HR06 - International Human Resource Management
HR07 - Managing Change through Organisational Development

Operations Management (OM)

- OM02 - Technology Management
- OM03 - Project Management
- OM05 - Supply Chain Management
- OM09 - Operations Strategy
- OM08 - Quality Management

Information Systems (IS)

- IS04 - Computer Networks
- IS05 - Fundamentals of E-Commerce
- IS06 - Software Engineering
- IS07 - Database Management
- IS09 - Management of Information Technology

The modular certificate to be awarded.

*** * Only one specialization is to be opted.**