



PROGRAMME PROJECT REPORT
MASTER OF BUSINESS ADMINISTRATION
(MANAGEMENT STUDIES)

**CENTRE FOR DISTANCE & ONLINE
EDUCATION {CDOE}**

Programme Title	:-	Master of Business Administration			
Specialization	:-	Management Studies			
Eligibility	:-	Graduate or equivalent			
Minimum Duration	:-	2 Year {4 Semester}	Maximum Duration	:-	4 Years

Programme’s Mission and Objective:

“Master of Business Administration (Management Studies)” is a highly focussed Post-Graduate Degree Programme, which provides students with the knowledge and skills needed to prepare for a better professional career in the respective management field with additional knowledge of other management fields in order to be all-rounder management professional.

Relevance of the Programme with HEI Mission and Goals:

“Master of Business Administration (Management Studies)” Programme is suitable for catering the needs of institution like Arunachal University of Studies which is the extreme North Eastern University of India. Arunachal Pradesh is full of natural resources and there is a great need of development of state in environment friendly manner. Focussed approach in one area of studies with information of two functional management area is capable of producing and Multi-skilled management professional who can better understand the need of State and help in development process.

Nature of Prospective Target Group of Learners:

The curriculum of the programme is designed after understanding the diverse needs of the student of the state. This programme will enable the students to be self-dependent and participate in the development of the state and the country.

Appropriateness of the Programme:

Management studies are crucial in the present global industry scenario. Therefore keeping the industry standards in mind, the competent Open Distance Learning MBA programme at Arunachal University of Studies is academically distinctive in all its learning styles. The integrated MBA studies in Human Resource Management, Marketing Management, Finance Management, and IT Management gives students an infinite mastery of the world of finance, HR, B2B business, and IT. The post-graduate business programme is one amongst many other unique curricula that ensures the enlightenment of students with a substantial quantity of professional experience provided with the industry-orientated pedagogy.

Expected Outcomes: Graduating students can develop a great deal of knowledge, skills, and tools of the industry and can design themselves accordingly for a better future. A MBA degree can help graduates with just a BBA or equivalent degree excel in their chosen career paths and grow their business environment. The important outcome of this programme is to shape graduates in becoming a stakeholder to any organization through the principle of ethical conduct of work to function effectively as an individual in any multidisciplinary settings.

Instructional Design:

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|----|---|--|
| 1. | Title of the Programme | : Master of Business Administration |
| 2. | Specialization | : Management Studies {1 Major & 2 Minor} |
| 3. | Minimum Duration of the Programme | : 2 Years {4 Semester} |
| 4. | Maximum Duration of the Programme | : 4 Years |
| 5. | Weather Listed in Section (22) of UGC Act | : Yes |
| 6. | Level of the Programme | : PG-I & PG-II |
| 7. | Eligibility | : Graduate or equivalent. |
| 8. | Optional Early Exit Certification | : Not Applicable |
| 9. | Credit Transfer | : Applicable |

9.1 To the Second Year of Programme: For the Candidates who has successfully completed First Year of Programme from a recognized University/ Institution or any other Institution recognized by the Arunachal University of Studies. A student admitted under this system requires submitting fees for Second Year of the Programme along with Credit Transfer fees as prescribed by the University from time to time.

9.2 The cases where exact title of Programme is different from the aforementioned Programme Title and more than 75% credits earned in previous qualification matches with the Programme Credits then such Credit Transfers are permitted by the Arunachal University of Studies as per 8.1.

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| 10. | Lateral Entry | : Not Applicable |
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11. Division:

The University will award the Divisions to successful candidates in accordance with Section 22 of Rules and Regulations made under the Arunachal University of Studies Act (No. 9 of 2012).

12. Grading Scale:

The Grading Scale of the University will be in accordance with Section 23 of Rules and Regulations made under the Arunachal University of Studies Act (No. 9 of 2012).

13. Programme Credit Distribution:

The Credit System and Programme Credit Distribution of the University will be in accordance with Section 45 and Section 46 of the First Statutes made under the Arunachal University of Studies Act (No. 9 of 2012).

14. Abbreviations and Formulae for Performance Acknowledgement:

Abbreviations and Formulae for Performance Acknowledgement of the University will be in accordance with Section 25 of the Rules and Regulations made under the Arunachal University of Studies Act (No. 9 of 2012).

15. Admission Procedure:

15.1 Admission in Master of Business Administration (Management Studies), Annual/Semester programme of study shall be made on Merit.

15.2 Admission cannot, however, be claimed by any candidate as a matter of right. The admission or re-admission of a candidate shall be entirely at the discretion of the University which may refuse to admit any student without assigning any reason there for.

15.3 On selection for admission to the programme, the candidate shall, within the time fixed by the Dean/ Director deposit the fees prescribed for the programme. If the candidate fails to deposit fees within the stipulated time, the selection shall automatically stand cancelled. Such a candidate shall not be admitted to the concerned programme unless a fresh order of selection and extension of date for payment of fees is issued.

15.4 The candidates other than the domicile of Arunachal Pradesh are required to fulfill the entry criteria as prescribed by the Government of Arunachal Pradesh time to time.

15.5 The Foreign Nationals are eligible for the Programme. Applications of foreign nationals nominated by the Government of India under scholarship schemes and self-financing Foreign Nationals shall be entertained for the aforesaid programme. The Foreign Nationals are required to obtain Restricted Permit from the Government of Arunachal Pradesh in addition to other papers required by Govt. of India before

coming to Arunachal Pradesh.

16. Personal Contact Programme (PCP) and Assignments:

Personal Contact Programmes (PCP) shall be organized by the University for the Course. During these session's faculty help students with the course work. These contact classes are not meant for covering the curriculum. The faculty are there to help and guide the students with regards to their course difficulties. It would be in the interest of students to attend all the contact classes. The PCP will include problem solving sessions, interaction sessions, practical's, counselling sessions, self-study methods etc. The schedule of PCP for course will be announced and update on university website. The key of conducting these PCP will be to enhance the skill sets of students under Open Distance Learning and make them employable in a better way.

17. Programme Fee:

Programme Fee will be displayed on official website of the University from time to time.

18. Examination and Result:

18.1 The Distribution of Continuous Internal Assessment and Term End Examination of the programme will be in accordance with Section 24 of the Rules and Regulations made under the Arunachal University of Studies Act (No. 9 of 2012).

18.2 Result will be displayed on the official website of the University. The Statement of Grades will be issued by the Controller of Examination.

18.3 Students can apply for Re-Totalling/ Re-Evaluation on demand as per the procedure in practice from time to time.

18.4 Students designated in Grade F or the students desirous of improving their grades can apply for the same through Backlog/ Improvement examination as per the procedure in practice from time to time.

19. Programme Contents: -

The Total Marks includes Continuous Internal Assessment and End Term Examination. The bifurcation of Continuous Internal Assessment and End Term Examination marks will be in accordance with Section 24 of the Rules and Regulations made under the Arunachal

University of Studies Act, 2012 (9 of 2012).

First Semester			
S. No.	Name of Subject	Credits	Total Marks
1	Financial & Management Accounting	4	100
2	Business Ethics	4	100
3	Organizational Behaviour & Management Processes	4	100
4	Computer Application in Management	4	100
5	Business Environment	4	100
6	Research Methodology and Quantitative Techniques	4	100
Total		24	

Second Semester			
S. No.	Name of Subject	Credits	Total Marks
1	Human Resource Management	4	100
2	Managerial Economics	4	100
3	Marketing Management	4	100
4	Production and Operation Management	4	100
5	International Business	4	100
6	Business Communication	4	100
Total		24	

Third Semester			
S. No.	Name of Subject	Credits	Total
1	Management Information System	4	100
2	Strategic Management	4	100
3	Total Quality Management	4	100
Candidates are required to Choose 3 Subjects from Major Group of study and 1 subject each from any two Minor Group of studies.			
Group – I {Management Studies - Marketing}			
4	Advertising Management	4	100
5	Marketing Communication	4	100
6	Marketing of Services	4	100
Group – II {Management Studies - Sales}			
4	Sales & Distribution Management	4	100
5	Marketing Planning & Control	4	100
6	Marketing Research	4	100
Group – III {Management Studies – Finance}			

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4	Corporate Taxation Planning	4	100
5	Financial Engineering	4	100
6	Security Analysis & Portfolio Management	4	100
Group – IV {Management Studies – Human Resource Management}			
4	Management of Industrial Relations	4	100
5	Compensation Management	4	100
6	Human Resources Planning and Development	4	100
Group – V {Management Studies – Information Technology}			
4	Management Support System	4	100
5	Business Process Re-Engineering	4	100
6	System Analysis and Design	4	100
Group – VI {Management Studies – Environment Management & Auditing}			
4	Climate Change & Development	4	100
5	Environmental Assessment	4	100
6	Environmental Auditing & Management System	4	100
Group – VII {Management Studies – Project Monitoring & Evaluation}			
4	Project Administration	4	100
5	Project Assessment	4	100
6	Project Execution	4	100
Group – VIII {Management Studies – Project Management}			
4	Production & Operation Improvement	4	100
5	Production & Operation Strategy	4	100
6	Project Assessment	4	100
Group – IX {Management Studies – Organizational Development}			
4	Corporate Social Responsibility & Diversity in HRM	4	100
5	Employment Relations	4	100
6	Leadership	4	100
Total		32	

Fourth Semester			
S. No.	Name of Subject	Credit	Total Marks
1	Environmental Management	4	100
2	Financial Management	4	100
3	Project	4	100
Candidates are required to Choose 3 Subjects from Major Group of study same as Semester Third, and total 3 subjects from any two Minor Group of studies.			
Group – I {Management Studies – Marketing}			
4	Agricultural and Rural Marketing	4	100
5	Consumer Behaviour	4	100
6	Industrial Marketing	4	100
Group – II {Management Studies - Sales}			

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4	Principles and Practice of Selling	4	100
5	Marketing Strategies and Advertisement	4	100
6	Marketing Communication	4	100
Group – III {Management Studies – Finance}			
4	Management of Financial Services	4	100
5	Corporate Restructuring	4	100
6	Global Financial Marketing	4	100
Group – IV {Management Studies – Human Resource Management}			
4	International Human Resource Management	4	100
5	Management of Training & Development	4	100
6	Organizational Change and Development	4	100
Group – V {Management Studies – Information Technology}			
4	Data Base Management	4	100
5	Software Engineering	4	100
6	Internet & E-commerce	4	100
Group – VI {Management Studies – Environment Management & Auditing}			
4	Environmental Economics & Policy	4	100
5	Environmental Service Management	4	100
6	Sustainable Land Management	4	100
7	Waste Management	4	100
Group – VII {Management Studies – Project Monitoring & Evaluation}			
4	Project Planning & Control	4	100
5	Project Risk Management	4	100
6	Project Scope Management	4	100
7	Stakeholders Management	4	100
Group – VIII {Management Studies – Project Management}			
4	Project Planning & Control	4	100
5	Quality Planning & Control	4	100
6	Supply Chain Planning & Control	4	100
7	Work Study & Measurement	4	100
Group – IX {Management Studies – Organizational Development}			
4	Management of Change	4	100
5	People in Organisation	4	100
6	Performance & Reward Management	4	100
7	Recruitment, Training & Skills Development	4	100
Group – X {Management Studies – Finance Services, Security Analysis}			
3	Financial Security Analysis	4	100
4	Investment Security Analysis	4	100
5	Secured Banking Practices	4	100
Total		32	

20. Detailed syllabus: -

First Semester

First Semester			
S. No.	Name of Subject	Credits	Total Marks
1	Financial & Management Accounting	4	100
2	Business Ethics	4	100
3	Organizational Behavior & Management Processes	4	100
4	Computer Application in Management	4	100
5	Business Environment	4	100
6	Research Methodology and Quantitative Techniques	4	100
Total		24	

Subject Name: FINANCIAL & MANAGEMENT ACCOUNTING

- 1. Introduction:** Financial Objectives- Profit and Wealth Maximization, Finance Functions, Role of Finance Manager.
- 2. Capitalization:** Basics of Capitalization, Estimation of Annual Net Earnings, Capitalization Rate, Overcapitalization, Undercapitalization.
- 3. Capital Structure:** Principles of Capital Structure, Management, Factors Affecting Capital Structure.
- 4. Capital Structure and Cost of Capital:** Concept of Cost of Capital- Importance, Calculation, Composite, Leverage, Theories of Capital Structure.
- 5. Time Value of Money:** Compounding and Discounting Techniques, Present Value of Cash Flows, Techniques of Evaluation of Capital Expenditure Proposals.
- 6. Sources of Working Capital:** Meaning and Concept of Working Capital, Optimum Working Capital, working of- Capital Cycle, Capital Forecasts, Capital Management, Management Policies and Various Elements, Cash Management- Nature, Planning Aspect, Control Process, Models, Cash Budgets, Playing and Kinds of Floats.

Subject Name: BUSINESS ETHICS
Unit 1: BUSINESS ETHICS

Introduction – Meaning - Scope – Types of Ethics – Characteristics – Factors influencing Business Ethics – Importance of Business Ethics - Arguments for and against business ethics- Basics of business ethics - Corporate Social Responsibility – Issues of Management – Crisis

Management

Unit 2: PERSONAL ETHICS

Introduction – Meaning – Emotional Honesty – Virtue of humility – Promote happiness – karma yoga – proactive – flexibility and purity of mind.

Unit 3: ETHICS IN MANAGEMENT

Introduction – Ethics in HRM – Marketing Ethics – Ethical aspects of Financial Management – Technology Ethics and Professional ethics.

Unit 4: ROLE OF CORPORATE CULTURE IN BUSINESS

Meaning – Functions – Impact of corporate culture – cross cultural issues in ethics

Unit 5: CORPORATE GOVERNANCE

Meaning, scope, composition of BODs, Cadbury Committee, various committees, reports on corporate governance, scope of Corporate Governance, Benefits and Limitations of Corporate Governance with living examples.

SKILL DEVELOPMENT

1. State the arguments for and against business ethics
2. Make a list of unethical aspects of finance in any organization
3. List out ethical problems faced by managers
4. List out issues involved in Corporate Governance.
5. List out unethical aspects of Advertising

BOOKS FOR REFERENCE

1. Murthy CSV: Business Ethics and Corporate Governance, HPH
2. Bholanath Dutta, S.K. Podder – Corporation Governance, VBH.
3. Dr. K. Nirmala, Karunakara Readdy: Business Ethics and Corporate Governance, HPH
4. H.R.Machiraju: Corporate Governance
5. K. Venkataramana, Corporate Governance, SHBP.
6. N.M.Khandelwal : Indian Ethos and Values for Managers
7. S Prabhakaran; Business ethics and Corporate Governance
8. C.V. Baxi: Corporate Governance
9. R. R. Gaur, R. Sanghal, G. P. Bagaria; Human Values and Professional ethics
10. B O B Tricker, Corporate Governance; Principles, Policies and Practices
11. Michael, Blowfield; Corporate Responsibility
12. Andrew Crane; Business Ethics

13. Ghosh; Ethics in Management and Indian ethos.

Subject Name: ORGANIZATIONAL BEHAVIOR & MANAGEMENT PROCESSES

1. **Introduction:** Emergence, Concepts, Importance, Nature, Characteristic, Models, Cognitive, Behaviorist, Social Cognitive Framework, Relationship with Other Fields.
2. **Perception:** Nature, Concept, Process and Importance.
3. **Attitude:** Concept, Process, Importance, Attitude Measurement.
4. **Personality:** Concept, Nature, Types and Theories.
5. **Learning:** Concept and Theories.
6. **Work Motivation:** Concept, Application, Principles Theories Involvement, Theories of Motivation: Maslow's Need Hierarchy, Herzberg Theory of Motivation.
7. **Group Dynamics:** Definitions Types of Groups, Stage of Group Development, Group Characteristics, Group Structure, Groups Norms and Group Cohesiveness, Group Decision- Making.
8. **Leadership:** Definition and Framework of Leadership Perspectives, Leadership Theories and Models: Traits Theories, Behavior Theories, Leadership Styles, Nature of Conflict, Reactions of Conflict, Managing Conflict.
9. **Organizational Change:** Forces of Change, Process for Planned Organizational Culture, Globalization and Organizational Cross Cultures, the Emergence of Global Organization.

Subject Name: COMPUTER APPLICATION IN MANAGEMENT

Unit- I -Fundamentals of Computers:

1. **Data, Information and EDP:** Data, Information Need and Concept of Data and Information; Levels of Information from Data: Data Processing: Electronic Data Processing; Electronic Machines;
2. **Numbers Systems and Codes:** Different Numbers Systems- Binary, Octal, Decimal, Hexagonal, and their Conversion from Used in Computers; BCD, EBCDIC, ASCII, Gray and Conversions.
3. **Computer Arithmetic and Gates:** Binary Arithmetic, Complements, Addition and Subtraction; Conversion from One System to Another; Logic Gates, Their Truth Table and Application Minimization, and K-Maps.
4. **Computer Processing Systems:** Definition of Computer, Hardware/ Software Concepts; Generation of Computers; Types of Computers; Elements of Digital

Computer, CPU and its Functions; Various Computer Systems.

5. **I/O Devices:** Basics Concepts of I/O Devices; Various Input Devices-KeyBoard, Mouse; MICR, OCR, Microphones.
6. **Various Output Devices:** VDU, Printer, Plotter, Spooling, LS.
7. **Storage Devices:** Primary and Secondary Memory; Types of Memories; Memory Capacity and its Enhancement; Memory Device and Their Comparisons; Auxiliary Storage, Type of Disks (Magnetic and Optical); Various Devices and Their Comparison.
8. **System Software:** Role of Software, Different System Software: O.S., Utilities, Element of O.S.- its Types and Variations; DOS and Windows.
9. **Computer and Networks:** Need of Communication; Data Transmission; Baud; Bandwidth; Communication Channel; Multiplex, Basic Network Concepts; O.S.I. Model; Types of Topologies; LAN, WAN; Client Server Concept.

Unit-II: Computer Based Business Application:

1. **Word Processing:** Meaning and Role of Word Processing in Creating of Documents, Editing, Formatting and Printing Documents, Using Tools Such as Spelling Check, Thesaurus, etc. in Word Processors (MS-Word);
2. **Electronic Spreadsheet:** Structure of Spreadsheet and its Applications to Accounting, Finance and Marketing Functions of Business, Creating a Dynamic/Sensitive Worksheet, Concept of Absolute and Relative Cell Reference; Using Built-in Functions, Goal Seeking and Solver Tools; Using Graphics and Formatting of Worksheet; Sharing Data With Other Desktop Applications; Strategies of Creating Error-Free Worksheet (MS-Excel, Lotus 123).
3. Practical Knowledge of Wings Accounting (Software), Tally etc.
4. **Programming under a DBMS Environment: The Concept of Database Management Systems:** Data Fields, Records and Files, Sorting and Indexing Data; Understanding Programming Environment in DBMS; Developing Menu Driven Applications Query Language (MS-Access).

Unit-III: Electronic Data Interchange (EDI)

Introduction to EDI; EDI Standards; Financial EDI (FEDI); FEDI for International Trade Transactions; Applications of EDI; Advantages of EDI; Future of EDI.

Unit-IV: The Internet and its Basic Concepts:

Internet-Concept, History, Development in India; Technological Foundation of Internet; Distributed Computing; Client-Server Computing; Internet Protocol Suite; Application of Distributed Computing; Client-Server Computing; Internet Protocol Suite in the Internet

Environment; Domain Name System (DNS); Domain Name Service (DNS); Genetic Top- Level Domain (gTLD); Country Code Top-Level (ccTLD);- India; Allocation of Second-Level Domain; IP Addresses; Internet Protocol; Applications of Internet in Business, Education, Government, etc.

Unit- V: Information System Audit:

Basic Idea of Information Audit; Difference with the Traditional Concepts of Audit; Conduct and Applications of IS Audit in Internet Environment.

Subject Name: BUSINESS ENVIRONMENT

- 1. Indian Business Environment:** Concept, Components and Importance.
- 2. Economic Trends (Overview):** Income; Savings and investments; industry; Trade and Balance of Payments; Money, Finance, Prices.
- 3. Problems of Growth:** Unemployment; Poverty; Regional imbalances; Social Injustice; Inflation; Parallel Economy; Industrial Sickness.
- 4. Role of Government:** Monetary and Fiscal Policy; Industrial Policy; Industrial Licensing, Privatization; Devaluation; Export Import Policy; Regulation of Foreign Investment; Collaboration in the Light of recent Changes.
- 5. The Current Five Year Plan: Major Policies; Resource Allocation.**
- 6. International Environment:** International Trading Environment (Overview); Trends in World Trade and the Problems of Developing Countries; Foreign Trade and Economic Growth; International Economic Grouping; International Economic Institutions- GATT, WTO, UNCTAD, World bank, IMF, GSP, GSP; Counter Trade.

Subject Name: RESEARCH METHODOLOGY AND QUANTITATIVE TECHNIQUES

- 1. Introduction:** Concept, of Research and its Applications, Scientific Method; Identification and Formulation of Research Problem. Survey of Literature. Process of Research: Steps Involved in Research Process. Research Design- Meaning, Purpose and Principles.
- 2. Data Collection and Hypothesis:** Observation, Questionnaire, Interview and Case Study. Hypothesis and Testing of Hypothesis; Exploratory, Descriptive and Causal Research Designs; Basic Principles and Types of Sampling, Precision and Accuracy of Sample

Based Research; Sampling and Non-Sampling Errors, Sampling Distribution.

3. **Presentation and Analysis of Data;** Classification, Tabulation and Graphical Representation of Data. Statistical Techniques; Measures of Central Tendency and Variability. Statistical Estimation, Interval and Point Estimation; Chi-Square Test and t-test. Linear Programming Analysis of Variance: One Way and Two Way, Factor Analysis; Regression Analysis, Data Analysis Using Software Packages.
4. **Report Writing:** Components and Characteristic; Types of Reports; Precautions and Principles of Report and References Writing.

Second Semester

Second Semester			
S. No.	Name of Subject	Credits	Total Marks
1	Human Resource Management	4	100
2	Managerial Economics	4	100
3	Marketing Management	4	100
4	Production and Operation Management	4	100
5	International Business	4	100
6	Business Communication	4	100
Total		24	

Subject Name: HUMAN RESOURCE MANAGEMENT

1. **Introduction:** Meaning, Definition, Scope, Evolution, Objectives of HRM Qualities of HR/ Personnel Manager, Role of Human Resource Manager, Development of HRM in India, Distinction between HRM and PM.
2. **Human Resources Planning:** Meaning, Objectives, Benefits of Human Resources Planning, Process and Problems in Human Resources Planning, Recent Implication in HRP, Staffing, Recruitment, Types of Tests.
3. **Training and Development:** Meaning, Definition, Need, Advantages, Objectives, Importance of Training, Types of Training, Difference between Training and Development, Education Classification of Training Methods, Executive Development, and Knowledge Management.
4. **Trade Unions:** Meaning, Characteristics, Functions and Role of Trade Unions, Unions Structure, Wages and Salary Administration, Wage Boards and Pay Commissions, Wage Incentives, Quality Circles, Industrial Democracy, Socio Technical Systems.
5. **Performance Evaluation:** Performance Appraisal, Promotions, Transfer, Demotions, Separation, Grievance.

Subject Name: MANAGEMENT SCIENCE

Unit-1

1. **Management Concepts:** Principles, History, Principles of Scientific, Functions of Management, Scientific Theories, Functions of Manager.
2. **Management Thoughts:** Administration and Levels of Management, Development of Management Thoughts.
3. **Planning:** Definition, Importance, Types of Plans, Strategies, Policies and Planning Premises, Principles and Limitations of Planning.
4. **Objectives:** Defining Objectives, Characteristic of Organizational, Importance, Areas Needing and Criteria of Good Objectives, Management by Objectives (MBO).
5. **Forecasting:** Elements of the Forecasting Process, Features, Planning, Advantages, Limitations of Forecasting, Types of Forecast, Forecasting Techniques.
6. **Decision- Making:** Definition, Importance, Types of Decisions, Factors Involved and Common Difficulties in Decision-Making, Guidelines for Effective Decision Making.

Unit-2

1. **Organization:** Definitions Formal and Informal Organizations, Classical Principles of Good Management.
2. **Departmentation:** Need, Importance, Advantages, Principles of Departmentation.
3. **The Concept of Authority:** Meaning, Characteristics, Distinction between Authority and Power, Sources of Authority.
4. **Delegation of Authority:** Meaning, Types of Delegation-Principles, Advantages, Importance, Effective, Limits.
5. **Centralization and Decentralization:** Types, Advantages, Disadvantages, Distinction between Delegation and Decentralization.
6. **Line and Staff:** Concept and Differentiation, Line and Staff Relationship, Conflicts and Types of Staff.
7. **Nature and Purpose of Staffing:** Staffing, Responsibility for Staffing, Manpower Planning (MRP), Human Resource Planning (HRP), Aims and Objectives of HRP.
8. **Staffing:** Selection Process & Techniques, Types of Tests, Limitations of Selections Tests, Interview, Principles of Interviewing.
9. **Human Resource Management:** Scope and Objectives of Personnel Management, Training-Need, Objectives Importance, Responsibility.
10. **Directing/ Directions:** Definitions, Features, Importance, Principles and Elements, Managing and Human Factor, Creativity and Innovation.
11. **Leadership:** Meaning, Nature, Need, Importance, Functions and Qualities, Leadership Theories.
12. **Motivation:** Definitions, Importance, Process, Elements, Nature or Characteristics, and Theories of Motivation
13. **Communication:** Definitions, Process Principles and Methods, Barriers, Ten Commandments.

Unit-4

1. **Control Process:** Definitions, Importance, Limitations, Characteristics, Elements and Types Control.
2. **Control Techniques:** Traditional and Modern Techniques of Controlling.
3. **Information Technology in Controlling:** IT, Uses and Challenges of IT.
4. **Productivity and Operations Management:** An Overview of Production Management Techniques Employed in Planning and Controlling Operations Managements.
5. **Overall and Preventive Control:** Overview and Assumption of Direct Control System, Principle and Assumption, Advantages of Preventive Control System.
6. **Globalization and Liberalization:** Globalization, Essential Conditions, Globalization in Indian Business, Obstacles, Factors Favoring Globalization.
7. **International Management:** Introduction Unified Global Management Theory.

Subject Name: MARKETING MANAGEMENT

1. **Introduction to Marketing:** Marketing: Definition, Key Concepts and Trends; Marketing Environment; Marketing Strategy: Market Segmentation, Target Marketing Selection and Marketing Mix.
2. **Consumer Behavior:** Consumer Behavior: Customer Decision Making Framework, Buying Process; Customer Satisfaction; Customer Relationship Marketing; The Product: Meaning, Levels, Product Mix Decisions, Product Life Cycle, New Product Development; Pricing: Objectives and Strategies.
3. **Promotion and Distribution:** Marketing Information System and Marketing Research; Promotion: Meaning, Types and Strategies; Channel Management, Supply Chain Management, Sales-Force Management and Process of Personal Selling.
4. **Global Marketing:** Contemporary Issues in Marketing: Green Marketing; Global Marketing; Retailing in India; Brand Management; Competitive Strategies; Customer Loyalty.

Subject Name: PRODUCTION AND OPERATION MANAGEMENT

1. **Work Study:** Method Study-Process Chart, Flow Process Chart, Flow Diagram, Man and Machine Chart and Two Handed Chart. Work Measurement- Time Study, Tools and in Time Study, Performance Rating, Allowance and Use of Some Time Standards, Time and Motion Study. Principles of Human Motion Economy (Introduction to Ergonomics).
2. **Plant Layout and Material Handling:** Concept of Plant Layout. Types of Layout (Process, Product and Combination Type); Their Characteristic; Merits and Demerits. Factors Affecting Plant Layout. Work Station Design; Factors Considered in Designing a Work Station. Introduction and Functions of Material Handling. Selection of Material Handling Equipment for Different Equipment.
3. **Production Planning and Quality Control:** Types of Production: Job, Batch and Mass Production. Material Planning and Allocation. Process Planning and Process Sheet Inventory Control: Need and Advantages of Inventory Control.
4. **Inspection and Quality Control:** Inspection. Need and Planning for Inspection. Types of

Inspection. Role of Operator and Inspector in Inspection. Quality Control and Quality Assurance. Meaning and Need for Quality Control. Statistical Quality Control. Acceptance Sampling (Single and Sequential Sampling Plans). Control Charts for Variables and Attributes, Interpretation of Patterns in Control Charts, O.C. Curves. Concept of TQM. Machine Capability Studies.

5. **Standards and Codes:** National and International Codes. ISO-9000, Concept and its Evolution and Implications.
6. **Repair and Maintenance:** Objectives and Importance of Maintenance. Different Types of Maintenance. Nature of Maintenance Problem. Range of Maintenance Activities. Schedules of Preventive Maintenance. Advantage of Preventive Maintenance.
7. **Cost Estimation:** Introduction and Functions of Cost Estimation. Estimation Procedure. Estimation of Costs and Ladder of Costs. Depreciation, Methods of Calculating Depreciation. Overhead Expenses and Distribution of Overhead Expenses Calculation of Cost of Machining and Metal.
8. **Value Engineering:** Concept of Value Engineering and Techniques.

Subject Name: INTERNATIONAL BUSINESS

1. **Marketing Basics:** Marketing Versus Sales, Effective Marketing, Role of the Marketing Plan, Marketing Potential, The Role of Marketing in Business, Marketing Functions, The Hierarchy of Effects, Common Marketing Mistakes, Found Versus Created Markets.
2. **Elements of the Marketplace:** Elements of Domestic Marketing, Elements of Export Marketing, Decision Making for Entering International Markets, Commonality and Conflict.
3. **The Dimensions of International Marketing:** Defining Market Conditions, the Dawn of Exchange Rates, International Business.
4. **International Trade:** Growth of International Markets, Pride, Prosperity and National Industries, Absolute and Comparative Advantage, Coproduction and Trade, Trade Among Nations.
5. **The Role of Government:** Sovereignty, Prestige and Security, Host Government Trade Barriers, Home Government Intervention, Formal and Informal Restrictions, Trading Blocs, the WTO and International Intervention, Overseas Risk Management.
6. **The Role of Cultural Forces:** Language, Local Customs, History, Education, Religion, Family, Climate, Xenophobia, Cultural Adaptation, Guidelines for Cultural Analysis, Profile of an International Marketer.
7. **Developing Products for the Foreign Market:** Carrying an Established Product Across Borders, When to Make New Products, the Product Cycle, Resistance to Old Product, Meeting the New Demands for Quality, Financing & Product Development, Research.
8. **Market Research:** Defining Research Objectives, Designing Your Research Process, Sources for International Commercial Research, Collecting Information, Effective Competition Studies, the Value of Objectivity, Interpretation of Research, Guidelines for Cultural Research, Commercial Research, Competition Profiles.

9. **Preparing for Market Entry:** Segmentation, Differentiation, Positioning, Public Relations, Problems to Avoid in New Markets, Matching Goods to Market, the Pricing Process, Product Life Cycle, Warranty and Service Considerations, Matching Services to Market, Commercial and Consumer Services Pricing, Financing Strategies, Transaction Settlement, Brand Selection and Equity, Gaining Market Share.
10. **Developing Distribution:** Controlling the Channels, Distributions Strategies, Managing Logistics, Channel Options and Problems, Selecting Teammates.
11. **Advertising and Promotions:** Challenges of the Foreign Market, Standard versus Adapted Advertising, Agency Selection, Media Planning, Being Believable.
12. **Making Contact: Different Products and Promotions:** Personal Selling, Industrial Sales, Sponsorships, Direct Marketing, Push versus Pull.
13. **Staffing the New Market:** Personnel Restrictions, Selection Guidelines, Overall Management, Operations Management, Cultural Training, Motivating the Overseas Team, International Specialists, and International Divisions.
14. **Evaluating Performance:** Sales Analysis, Market Share Growth, Tracking Satisfaction, and Marketing Audit.
15. **The Marketing Plan:** Guideline for Marketing Success.
16. **The Marketing Audit:** The Marketing Audit.

Subject Name: BUSINESS COMMUNICATION

1. **Basics of Communication:** Introduction, Why Communication, Meaning and definition of Communication, Importance of Communication, Elements Of Communication Process, Communication Process Models, Basics Forms Of Communications, Effective Communication.
2. **Communication Theories:** Assumptions about Communication, Communication Theory, Communication Models, Uses of theories and models.
3. **Audience Analysis:** Introduction, Types of Audience, Importance of Audience Analysis, Analyzing Individual and Members of Audience.
4. **Self-Development:** What is self-development, Objectives of self- development, How Self-Development Improves Communication, How Communication Leads to Self- Development, How to Development Oneself.
5. **Developing Positive Attitude:** Impact of Positive Attitude on Communication, How to Develop Positive Thinking.
6. **Corporate Communication:** Corporate Communication, Corporate Communication and Marketing Communication, Types of Corporate Communication.
7. **Formal vs. Informal Communication Network:** Formal Communication Network, Informal Communication.
8. **Barriers to Communication:** Semantic Barriers, Physical Barriers, Organizational Barriers, Psychological Barriers, How to Overcome Communication Barriers.
9. **Practices in Business Communication:** Group Communication, Group Discussion, Seminar, Mock Interview, Presentations, Listening.
10. **The Essentials of Effective Communication:** 7c's of Communication, Other Principles of Communication.

11. **Non Verbal Communication:** Kinesics, Proxemics, Physical Context.
12. **Writing Skill:** Writing Skill, Business Writing, You- Attitude, Steps In Effective Writing.
13. **Letter and Memo Writing: Formats:** Functions of Business Letters, Types of Letters, Parts of Business Letters, Format Of Business Letters, How to make Business Letters Effective.
14. **Request Letters:** Approaches to request Letters.
15. **Good News Letters:** Purpose of Good news letters, Organization of Good news letters.
16. **Bad News Letters:** What is bad news letter, purpose of writing bad news letters, the right Attitude, Drafting news message.
17. **Persuasive, Sales and Collection Letters:** Types Of Persuasive Letters, Purpose Of Persuasive Letters, How to Persuade Others, Approach to Persuasive letters, Most Common Forms Of Persuasive Letters, Letters Applying Or Offering For Agency.
18. **Memo Writing:** Memo, Memo Format, How to write effective Memos.
19. **Report Writing:** Meaning of Business Report, Types of Reports, Importance of Reports, Essentials of Good Business Report, Steps in Business Report Writing, Structure of Reports.
20. **Speeches and Presentations:** Characteristics of a good speech, How to make Effective Speech, Presentations, Support, Speech, Sales Presentation.
21. **Listening:** Importance of Listening, Types of Listening, and Barriers to effective Listening.
22. **Interviewing Skill:** Types of Interview, Staging and conducting effective interviews, conducting the Interview, Information Gathering Interviews, Selection Interview.
23. **Resumes and Job Application:** Job Application Letters, Writing Solicited Letters, Resume Writing.
24. **Modern Forms of Communication:** Facsimile (FAX), Video Conferencing, Electronic, Electronic Mail (E-Mail).
25. **SWOT Analysis:** SWOT Analysis and Communication, use of SWOT analysis by organizations

Third Semester

Third Semester			
S. No.	Name of Subject	Credits	Total
1	Management Information System	4	100
2	Strategic Management	4	100
3	Total Quality Management	4	100
Candidates are required to Choose 3 Subjects from Major Group of study and 1 subject each from any two Minor Group of studies.			
Group – I {Management Studies - Marketing}			
4	Advertising Management	4	100
5	Marketing Communication	4	100
6	Marketing of Services	4	100
Group – II {Management Studies - Sales}			
4	Sales & Distribution Management	4	100
5	Marketing Planning & Control	4	100
6	Marketing Research	4	100
Group – III {Management Studies – Finance}			
4	Corporate Taxation Planning	4	100
5	Financial Engineering	4	100
6	Security Analysis & Portfolio Management	4	100
Group – IV {Management Studies – Human Resource Management}			
4	Management of Industrial Relations	4	100
5	Compensation Management	4	100
6	Human Resources Planning and Development	4	100
Group – V {Management Studies – Information Technology}			
4	Management Support System	4	100
5	Business Process Re-Engineering	4	100
6	System Analysis and Design	4	100
Group – VI {Management Studies – Environment Management & Auditing}			
4	Climate Change & Development	4	100
5	Environmental Assessment	4	100
6	Environmental Auditing & Management System	4	100
Group – VII {Management Studies – Project Monitoring & Evaluation}			
4	Project Administration	4	100
5	Project Assessment	4	100
6	Project Execution	4	100
Group – VIII {Management Studies – Project Management}			
4	Production & Operation Improvement	4	100
5	Production & Operation Strategy	4	100
6	Project Assessment	4	100
Group – IX {Management Studies – Organizational Development}			

4	Corporate Social Responsibility & Diversity in HRM	4	100
5	Employment Relations	4	100
6	Leadership	4	100
Total		32	

Subject Name: MANAGEMENT INFORMATION SYSTEM

- 1. Introduction to Information System in Business:** Organization, Management and Network Enterprises Information system in enterprises, Information system, Organization, Management and Strategy: The changing role of Information system in organization, Decision making, business strategy.
2. Computer Hardware and Computer software, Telecommunications, Categories of computer and Computer system, what is software, System software telecommunication and Networks.
- 3. Information System for Managerial Decision Support, Managing Knowledge:** Knowledge Management in organization, Information and Knowledge work system. Group Discussion Support System(GDSS), What is GDSS, Characteristics of GDSS.
- 4. Enterprise and Global Management:** Redesigning the Organization with Information System: Business Process reengineering and Total Quality Management. Management international Information system: The Growth of international information system, Organizing international information system, Managing global system.

Subject Name: STRATEGIC MANAGEMENT

1. Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of Globalization, Basic Model of Strategic Management, Strategic Decision Making, Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, finance, HR and Global Competitiveness.
2. Environment Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning, Corporate Analysis, Resource Based Approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.
3. SWOT Analysis, TOWS Matrix, Various Corporate Strategic Stability, Retrenchment and Combination Strategy. Process of Strategic Planning, Stages of Corporate Development, Corporate Restructuring, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.
4. Strategy Implementation through Structure, through Human Resource Management: through value and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity Based Costing, Strategic Information Systems, Case Study related to the Entire Syllabus.

Subject Name: TOTAL QUALITY MANAGEMENT

- 1. Introduction:** Definition of Quality, Dimension of Quality, Quality Planning, Quality Cost-Analysis Techniques for Quality Costs, Basic Concepts of Total Quality Management, Historical

- Review, Principles of TQM, Leadership - Concepts, Role of Senior Management, Quality Council, Quality Statements, strategic Planning, Deming Philosophy, Barriers to TQM Implementation.
- 2. TQM Principle:** Customer satisfaction- Customer Perception of Quality, Customer Complaints, Service Quality, Customer retention, Employee Involvement - Motivation, Empowerment, Terms, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement - Juran Trilogy, PDSA Cycle, 5S, Kaizen, Supplier Partnership - Partnering Sourcing, Supplier Selection, Supplier rating, Relationship Development, Performance Measures- Basic Concepts, strategy, Performance Measure.
 - 3. Statistical Process Control(SPC):** The Seven toils of Quality, Statistics Fundamentals - Measure of Central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for Variables and attributes, Process Capability, Concept of six Sigma, New Seven Management Tools.
 - 4. TQM Tools:** Benchmarking - Reasons to Benchmark Process, Quality function Deployment(QFD) - House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total productive Maintenance (TPM) - Concept, Improvement Needs. FEMA - Stages of FEMA.
 - 5. Quality System:** Need for ISO 9000 and other quality Systems, ISO 9000:2000 Quality System- Elements, Implementation of Quality System, documentation, Quality Auditing QS9000, ISO14000 - Concept, Requirements and Benefits.

Management Studies – Marketing Group

Subject Name: ADVERTISING MANAGEMENT

- 1. Advertising Strategy:** Strategies Role of Advertising, Advertising and Brand Advertising, Brand Concept, Segmentation and Advertising Strategy, Advertising and Non-Profit Marketing, Positioning and Consumer Benefit, Advertising and Repositioning Strategies Advertising Communication for Brands.
- 2. Advertising Research:** Types of Advertising Research, Role of Research in Advertising, Development of Professional Advertising research, Uses of Advertising Research, Meaning or Measurement in Advertising Research.
- 3. Advertising Brands:** Advertising Promotion and Cultural Interpretation, Differing Cultural Practices of Communication, Internationalization of Marketing, Cultural Difference and Business Behavior, Converging Cultures Debate, Economic Scope and Control of Brand Image, Marketing Communication, Role of Advertising, Standardized Global Advertising Campaigns, Advertising in Asian Economies, Advertising and Promotion in Malaysia, Japanese ads Consumer Individualism, Advertising in Thailand, Promotional Management in a Global Context.
- 4. Advertising and Ethics:** Advertising and Ethical Controversy, Controversial Advertising, Advertising's Economic Function, Infantilism in Brand Advertising, Social Role of Brand Recognition, Historical Status of Advertising, Theorizing Advertising and Promotion, Strong and Weak Theories of Advertising Concept, Advertising Text and Context, Advertising and Semiotics.
- 5. Advertising and Promotion:** Advertising Agencies and Professional Disciplines of Marketing

Communication, Evolution of Advertising Agencies, Character of Advertising agency Work, Agency Brands, Account Team Roles, The Client and the Agency, Creative Advertising Development Process, Strategy: Marketing and Communication Issues, Tracking Campaign Effectiveness, Prompted and Unprompted Awareness Surveys.

Subject Name: SALES AND DISTRIBUTION MANAGEMENT

1. Sales Setting:

- ✓ Environmental Factors
- ✓ Environmental and Managerial Forces that Impact Sales
- ✓ Globalization of Markets
- ✓ Fragmentation of Markets
- ✓ Sales Channels
- ✓ Industrial/Commercial/Public Authority Selling
- ✓ Selling for Resale
- ✓ Selling Services
- ✓ Sales Promotions
- ✓ Exhibitions
- ✓ Public Relations

2. Sales Strategies:

- ✓ Sales and Marketing Planning
- ✓ The Planning Process
- ✓ Establishing Marketing Plans
- ✓ Place of Selling in the Marketing Plan

3. Consumer and Organizational Buyer Behavior:

- ✓ Difference between Consumer and Organizational Buying
- ✓ Consumer Buyer Behavior
- ✓ Factors Affecting the Consumer Decision-Making Process
- ✓ Organizational Buyer Behavior
- ✓ Factor Affecting Organizational Buyer Behavior
- ✓ Development Purchasing Practice
- ✓ Relationship Management

4. Organization and Compensation:

- ✓ Organizational Structure
- ✓ Geographical Structure
- ✓ Mixed Organization
- ✓ Determining the Number of Salespeople
- ✓ Establishing sales Territories

5. Sales Responsibilities and Preparation:

- ✓ The Relationships between sales and Marketing

- ✓ Sales and Marketing Alignment and Integration
- ✓ Sales Responsibilities
- ✓ Implementing Sales and Marketing Strategies
- ✓ Preparation

Subject Name: MARKETING SERVICES

1. **Understanding services marketing:** Introduction, services in the modern economy, Classification of services, marketing services Vs. Physical services, services as a system.
2. **Customer Relationship Marketing:** Relationship Marketing, the nature of service consumption understanding customer needs and expectations, Strategic responses to the intangibility of service performances.
3. **Services market segmentations:** The process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining valued relations, customer loyalty.
4. **Creating value in a competitive market:** Positioning a service in the market, value addition to the service product, planning and branding service products, new service development.
5. **Pricing strategies for services:** Service pricing, establishing monetary pricing objectives foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice.
6. **Service promotion:** The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix.
7. **Planning and managing service delivery:** Creating delivery systems in price, cyberspace and timeThe physical evidence of the service space. The role of intermediaries, enhancing value by improving quality and productivity.
8. **Marketing plans for services:** The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitory marketing planning and services.

Management Studies – Finance Group

Subject Name: CORPORATE TAXATION PLANNING

1. **Tax Planning:** Strategy, Value-Adding, Tax Management in Action.
2. **Legal Entity:** Strategy, Anticipation and Timing Issues, Value-Adding, Negotiating, Transforming, Entity Choice, Specialized Legal Forms.
3. **New Venture:** Internal Financing, Debt Versus Equity, Value Adding for Risk, Negotiating, Anticipation, Transactions Cost Effects on Value-Adding.
4. **New Products:** New Products and Product Improvement, Strategy, Anticipation Savant and Research and Development.
5. **Employee Tax Planning:** Executive Compensation, Non-Executive Employee Compensation, Perquisites, Pension and Profits Sharing Plans, Current and Deferred Compensation, Limits on Deductibility on Executive Compensation, Stock options,

Management Bonus Plans, Consultant Interview.

6. **Market Penetration:** State and Local Taxation, Manipulation of Plant, Production Platforms, Sales and Use Taxes Abatements, Subsidies, and Other Local Costs.
7. **Operations Management:** Design and Process, Inventory Methods, Plant versus People.
8. **Financing and Tax Planning:** Operating Earning, Sale of Operating Assets, Sale of Investment, Short-Term Borrowing, Accounts Receivable, Decrease in Dividends, Stock Dividends, Stock Buy Backs, Using Employee Stock Ownership Plans, Receipt of Dividends from Subsidiaries.

Subject Name: FINANCIAL ENGINEERING

1. **Concepts of Financial Engineering:** Markets, Market Makers, Mechanics of Deals, Market Conventions, Instruments, Positions, the Syndication Process.
2. **Cash Flow and Forward Contracts:** What is a Synthetic?, Forward Contracts, Currency Forwards, Synthetic and Pricing, A Contractual Equation, Applications, Futures.
3. **Swap Engineering:** Applications, the Instrument Swaps, Type of Swaps, Uses of Swaps, Mechanics of Swapping new Issues, Some Conventions, and Currency Swaps Versus Fx-Swaps.
4. **Repo Market Strategies:** What is Repo? , Types of Repo, Repo Market Strategies, Synthetic Using Repos.
5. **Pricing Tools:** Pricing Approaches, Framework, an Application, Implications of the Fundamentals Theorem Using Repos.
6. **Fixed Income:** A Framework for Swaps, Term Structure Modeling, Term Structure Dynamic, Measure Change Technology, an Application, In arrears Swaps and Convexity, Cross-Currency Swaps, Differential (Quanto) Swaps.

Subject Name: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

1. **Asset Allocation:**
 - ✓ Individual Investor Life Cycle
 - ✓ Life Cycle Net worth and Investment Strategies
 - ✓ Life Cycle Investment Goals
 - ✓ The Portfolio Management Process
 - ✓ Need for a Policy Statement
 - ✓ Input to the Policy Statement
 - ✓ Importance of Asset Allocation
2. **Securities Markets:**
 - ✓ What is a Market
 - ✓ Functions of Security Market
 - ✓ Specific Functions of Security Market
 - ✓ Primary Market
 - ✓ Characteristics of a Good Market
 - ✓ Primary Capital Market
 - ✓ Secondary Financial Market

- ✓ Regional Exchange and the Over the Counter Market
- ✓ Detailed Analysis of Exchange Markets
- ✓ Change in the Securities Markets
- ✓ Evidence and Effect of Institutionalization

3. Securities Markets Indicator Series:

- ✓ Uses of Security Market Indexes
- ✓ Stock Market Indicator Series
- ✓ Price-Weighted Series
- ✓ Market Value Weighted Series
- ✓ Un-weighted Price Indicator Series
- ✓ Annual Security Risk>Returns and Correlations

4. Portfolio Management:

- ✓ Some Background Assumptions
- ✓ Markowitz Portfolio Theory

5. Analysis of Financial Statements:

- ✓ Major Financial Statements
- ✓ Purpose of Financial Statement Analysis
- ✓ Analysis of Financial Ratios
- ✓ Computation of Financial Ratios
- ✓ Evaluating Internal Liquidity
- ✓ Evaluating Operating Performance
- ✓ Risk Analysis
- ✓ Financial Risk
- ✓ Analysis of Growth Potential
- ✓ Comparative Analysis of Ratios
- ✓ Analysis of Non-u. S. Financial Statement
- ✓ The Quality of Financial Statement
- ✓ Specific Uses of Financial Ratios

Management Studies – HRM Group

Subject Name: MANAGEMENT OF INDUSTRIAL RELATIONS

1. Introduction to Industrial Relation Management

- ✓ Industrial Relations
- ✓ Causes of Industrial Disputer results in Bad Industrial Relation
- ✓ Improvement of Industrial Relations
- ✓ Definition of industrial relation
- ✓ Some important terms used in Industrial Relations

2. Concepts and Determinants of Industrial Relations

- ✓ Concepts determinates of Industrial Relation
- ✓ Determination of Good Industrial Relation
- ✓ Industrial Relation Development
- ✓ Industrial Relations in India
- 3. Managing Industrial Relations Changes and Productivity**
- ✓ P.M and H.R.M - Industrial Relation
- ✓ Status of Trade Unions
- ✓ Industrial Relation and productivity
- ✓ Productivity
- 4. Industrial Relation and Technology**
- ✓ Effective Communication System and I.R Management
- 5. Industrial Relation and Labor Organization**
- ✓ International Labor Organization
- 6. Trade Union**
- ✓ Characteristics of Trade unions
- ✓ Nature and Scope of Trade unions
- ✓ Purpose of Trade unions
- ✓ Historical evolution of Trade union in India
- ✓ Trade unions Growth
- ✓ Functions of Trade Unions
- ✓ Structure of Trade unions in India
- 7. Industrial Relations, Trade unions and its Conflicts**
- ✓ Registration of Trade unions
- ✓ Penalties and Procedure
- ✓ Unionization in India Context
- ✓ Recognition of a union
- ✓ Right and Responsibilities of Register unions
- ✓ Multiplicity of Trade union
- ✓ Causes of Conflicts
- ✓ Industrial Relation
- 8. Counseling- Methods and Problem**
- ✓ Employee Counseling
- ✓ Counseling in Industry
- ✓ Objectives
- ✓ Need for Counseling
- ✓ Functions of Counseling
- ✓ Types, Methods and Process of Employee Counseling
- ✓ Types of Problem For Employee Counseling

9. Industrial Relations and Strategy

- ✓ Factors affecting employee relations strategy
- ✓ IR-strategy
- ✓ Collective bargaining

10. Worker Development and Worker's Participation

- ✓ At one Extreme
- ✓ At the other extreme
- ✓ Human Resource development approach
- ✓ Workers Participation in Management
- ✓ Need of Worker's Participation
- ✓ Objective of Workers
- ✓ Workers Participation in management in India

Subject Name: COMPENSATION MANAGEMENT

- 1. Introduction:** Compensation meaning, objectives, nature of compensation, types of compensations, compensation responsibilities, Compensation system design issues: Compensations Philosophies, compensation approaches, decision about compensation, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.
- 2. Managing Compensation:** Strategic Compensation planning, determining compensation-the wage mix, Development of a Base Pay System: Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, government regulation on compensation, fixing pay, significant compensation issues, Compensation as a retention strategy.
- 3. Variable Pay and Executive Compensation:** Strategic reasons for Incentive plans, administering incentive plans, Individual incentive plans-Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans- Team compensation, Gain sharing incentive Plans, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs, executive compensation elements of executive compensation and its management, International compensation Management.
- 4. Managing Employee Benefits:** Benefits- meaning, strategic perspectives on benefits-goals for benefits, benefits need analysis, funding benefits, benchmarking benefit schemes, nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administration, employee benefits required by law, discretionary major employee benefits, creating a work life setting, employee services- designing a benefits package.

Subject Name: HUMAN RESOURCES PLANNING AND DEVELOPMENT

1. Macro Level manpower Planning and Labor market Analysis - Organizational Human Resource

- Planning -- Stock Taking -- Work Force Flow mapping -- Age and Grade Distribution mapping.
2. Models and Techniques of manpower demand and supply forecasting-- Behavioral Factors in HRD -- Wastage Analysis . Retention -- Redeployment and Exit Strategies.
 3. Career Management, Career Planning and Career Development.
 4. Performance Planning -- Potentials Appraisal -- HRD Climate.
 5. Human Resource Information System -- Human Resource Accounting.

Management Studies – HRM Group

Subject Name: MANAGEMENT SUPPORT SYSTEM

- 1. An overview of Decision Support Systems:** Decision Making at Different Levels of Management, Decision making situation, Decision Support System (DSS), Computerized DSS, Characterized of Decision support systems, Other Information Systems.
- 2. The Decision Making Process:** Characteristics of Business Decisions, Information Needs of Decision Making, Information Concepts, The Quality of Information, Characteristics of Information Quality, human Decision Making process.
- 3. System Concepts:** System, System Elements and their Relationship, Types of Systems, Common Features of Systems, Systems Analysis and Design.
- 4. Anatomy of Decision Support Systems:** Model Sub System, Knowledge Based Systems, The User Interface, Types of Decision Support Systems Classification of Decision support systems based on Usage Modes, Approaches to the Design of Decision Support System Architecture.
- 5. Hardware, Software and User Interfaces, Decision Support Systems:** Basic Considerations for Acquiring Hardware, The Role of External Consultants, Stages in Acquiring Hardware, Financial Resources, Questionnaire, Acquisition of Software, Criteria for the Evaluation of the Software, Questionnaire for Selection, Maintenance of the Equipment, Decision Support system User Interface.
- 6. Expert Systems for Decision Support:** Need for an Expert system, Concept of an Expert System, Expert systems and Conventional Information Systems, Types of Expert System, Design of an Expert system, limitation of Expert systems, Reasons for the Failure of an Expert System.
- 7. Executive Support Systems:** Introduction, Functions of an Executive, Design of an Executive Support System, Frequency Analysis, Comparison between Executive support system and the decision support system, Factors for the Failure of ESS.
- 8. Group Decision Support Systems:** Group Decision Support Systems, Concepts of Group Decision Support systems. An advantage of G.D.S.S., How G.D.S.S. is Developed, Advantages and Disadvantages of G.D.S.S.

Subject Name: BUSINESS PROCESS RE-ENGINEERING

1. Meaning and purpose of Data processing, Source documents, data input data Manipulation, Output of information, data storage, Files and Records, File creation, File access, File

- manipulation and maintenance, File generation, Sequential and Direct file organization.
2. Meaning and purpose of window, menus, Dialog Boxes, file Management under windows, Microsoft word, file Menu, Use Letter wizard for producing business letters, Entering, selecting, inserting, viewing text, Normal view, page view, Point view, Zooming the view, character and paragraph formatting, Printing a document.
 3. Introduction to spreadsheet, spreadsheet overview, formatting worksheet Data, Relative and absolute Referencing, working with Formula, working with function, Creating and using Macros, Data Management through worksheets, analysis through charts graphs, Setting print Styles printing worksheets and charts/Graphs.
 4. Introduction to database -Concepts of relational Database. Management Applications, Types of Database Models, Network Model Hierarchical Model, RDBMS,ORDBMS.
 5. Introduction to SQL - Part of SQL - DML, DDL, DCL and Query Language creating and manipulating tables Inserting data into tables, Restricting and validating Data Entry with constraints, creating simple reports using oracle Plus Report Manager, maintaining users and Database Administration, user creation, Roles and Privileges concepts of Front, end applications, Need for data entry screens, D2K asa front-end tool, Working with D2K forms Designer-forms, Menus, Tool Bars, D2K reports for better Reporting of Data - Master detail reports.

Subject Name: SYSTEM ANALYSIS AND DESIGN

1. **System definition and Concepts:** General theory systems, Manual and Automated Systems, real -Life business sub-systems environments and boundaries. Real -times and distributed systems. Structured System analysis and design, prototype, joint application Development.
2. **System Analyst :**Role and Need of System analyst. Qualifications and responsibilities. System analysis as a profession.
3. **System Development Cycle:** Introduction to Systems Development Life Cycle, Various phases of SDLC: Analysis, Design Development, Implementation, Maintenance, Systems Documentation Consideration, Principle of Systems Documentation, Types of Documentation and Their importance, Enforcing documentation Discipline in an Organization.
4. **System Planning:** Data and fact gathering techniques : Interviews, group Communication-questionnaires, Presentations and Site Visit. Assessing project Technical, Operational, Economic, Cost Benefits analysis, Legal and Contractual, Political. Development Program, Prototyping, Business Process re- engineering. System Selection Plan and Proposal.
5. **Modular and Structure Design :** Module Specifications. top-down and bottom-up Design. module Coupling and Cohesion. Structure charts.
6. **System Design and Modeling :** Process modeling, logical and Physical design, Conceptual data modeling : Entity- relationship analysis, Entity-relationship modeling, ERDs and DFDs Concepts of normalization. Process description: Structured English Decision tree, Decision table. Recording data Descriptions.
7. **Input and Output :** Classification of forms, Input/ output forms design. User -interface design, graphical interfaces. standards and Guidelines, for GUI design. Introduction to CASE tools,

Features, Advantages and Limitations of CASE tools, Awareness about some Commercial CASE tools.

8. System Implementation and Maintenance: Planning Considerations. Conversion methods, procedures and Controls. System acceptance criteria. System evaluation and Performance. Testing and Validation. preparing user manual. Maintenance activities and issues.

9. Computer System audit and Security :Audit of Computer system usage. types of threats to computer system and control Measures: Threat and risk analysis, Disaster recovery and contingency planning, Viruses.

10. OO Analysis/ Design : Introduction to UML. OO Development life cycle and modeling. Static and Dynamic modeling .comparison of OO and Module-oriented approach. Modeling using UML.

11. Introduction to Management Information System (MIS) : Meaning and Role of MIS. System approach to MIS. Types of Information system: Transaction Processing system, Management Information system, Decision Support System, Expert System case studies(Illustrative)MIS for Accounting and function, MIS for Marketing System.

Fourth Semester

Fourth Semester			
S. No.	Name of Subject	Credit	Total Marks
1	Environmental Management	4	100
2	Financial Management	4	100
3	Project	4	100
Candidates are required to Choose 3 Subjects from Major Group of study same as Semester Third, and total 3 subjects from any two Minor Group of studies.			
Group – I {Management Studies – Marketing}			
4	Agricultural and Rural Marketing	4	100
5	Consumer Behaviour	4	100
6	Industrial Marketing	4	100
Group – II {Management Studies - Sales}			
4	Principles and Practice of Selling	4	100
5	Marketing Strategies and Advertisement	4	100
6	Marketing Communication	4	100
Group – III {Management Studies – Finance}			
4	Management of Financial Services	4	100
5	Corporate Restructuring	4	100
6	Global Financial Marketing	4	100
Group – IV {Management Studies – Human Resource Management}			
4	International Human Resource Management	4	100
5	Management of Training & Development	4	100
6	Organizational Change and Development	4	100
Group – V {Management Studies – Information Technology}			
4	Data Base Management	4	100
5	Software Engineering	4	100
6	Internet & E-commerce	4	100
Group – VI {Management Studies – Environment Management & Auditing}			
4	Environmental Economics & Policy	4	100
5	Environmental Service Management	4	100
6	Sustainable Land Management	4	100
7	Waste Management	4	100
Group – VII {Management Studies – Project Monitoring & Evaluation}			
4	Project Planning & Control	4	100
5	Project Risk Management	4	100
6	Project Scope Management	4	100
7	Stakeholders Management	4	100
Group – VIII {Management Studies – Project Management}			

4	Project Planning & Control	4	100
5	Quality Planning & Control	4	100
6	Supply Chain Planning & Control	4	100
7	Work Study & Measurement	4	100
Group – IX {Management Studies – Organizational Development}			
4	Management of Change	4	100
5	People in Organisation	4	100
6	Performance & Reward Management	4	100
7	Recruitment, Training & Skills Development	4	100
Group – X {Management Studies – Finance Services, Security Analysis}			
3	Financial Security Analysis	4	100
4	Investment Security Analysis	4	100
5	Secured Banking Practices	4	100
Total		32	

Subject Name: ENVIRONMENTAL MANAGEMENT

Unit 1: Study of Nature, Resources and Ecosystem

- 1. Environment Studies - Scope and Importance:** Objectives, Environment, Types of Environment, Need for Public Awareness, Environment Ethics, Environmental Education, Multidisciplinary Nature of Environmental Education, Scope of Environmental Education.
- 2. Natural Resources:** Objectives, Introduction, Classification of Natural Resources, Principal Natural Resources and their Problems- Forest Resources, Water Resources, Mineral Resources, Food Resources, Energy Resources, Land Resources.
- 3. Ecosystem:** Objectives, Types of Ecosystem, Ecosystem Components, Ecosystem- Structure and Function, Food Chain and food Web. Ecological Pyramids, Major Ecosystems, Ecological Succession (Changes in Biotic Community).

Unit 2: Biodiversity and Pollution Control

- 1. Biodiversity and ITS Conservation:** Objectives, Levels of Biodiversity, Bio Geographical Classification of India, Value of Biodiversity, Man-Wildlife Conflicts, Conservation of Biodiversity, Hot Spots of Biodiversity, Biodiversity Conservation of India.
- 2. Environment Pollution:** Objectives, pollutions, Types of Pollution, Atmospheric or Air pollution, Water pollution, Soil pollution, Radioactive pollution, Noise pollution, Solid Waste Management, Role of Individual in Prevention of Pollution, Environmental Disasters and Their Management.
- 3. Social Issues and The Environment:** Objectives, Sustainable Development, Water Conservation, Resettlement and rehabilitation of People Environmental Ethic and Resource Use, Global Environmental Changes, Greenhouse Effect, Relative Contribution and Effects of Greenhouse, Wasteland Development.

Unit 3: Study of Population Growth and Case Studies

- 1. Human Population and The Environment:** Objectives, human Population Growth, Maximum Carrying Capacity, Environment and Human Health, Family welfare Programme, Human Rights, Women and Child Welfare, role of Information Technology in Environment and Human Health.
- 2. Field Work:** Introduction Visit to a Local Area to Document environmental Assets- River, Forest, Grasslands, Hill Mountains, A Visit to Local Pollution Sites-Urban Site Rural Site,

Agricultural Site, Study of Common Plants, Insects and Birds, Study of Simple Ecosystem - Pond Ecosystem, River, Hill Slope.

Subject Name: FINANCIAL MANAGEMENT

- 1. Stock Exchange:** Definition, Market Participants, The Role of Stock Exchanges, Corporate Governance, Trading in stock Exchanges, AMEX, NASDAQ, LSE, NYSE, FSE, PSE, TSE, SSE, Madrid Stock Exchange.
- 2. Indian Stock Exchange:** Bombay Stock Exchange: BSE Sensex, Sensex Milestones, National Stock Exchange: Innovations, Indices, Mission, Logo, Corporate Structure, Board of Directors, Committee on Trade Issues(COTI), Capital Market Segment.
- 3. Capital Market:** Types of Market, The Primary Stock Market, Beneficial Effects of Primary Market, Secondary Stock Market, Process of Purchase/ Sales of Shares, Bodies Regulating Share Market, what is SEBI? Advantages of Listing on stock Exchange.
- 4. Investment Management:** Investment Concepts, Investment objectives, Investment Alternatives, Investment Process, Equity, Investment Strategies, Fundamental Analysis/Equity analysis, Industry Cycle, The Annual Report, Profit and Loss Ratios, Stock Utilization.
- 5. Technical Analysis:** Introduction, DOW Theory, Basic Principles of Technical Analysis, Different types of Charts, Charting: Support and Resistance, Trading Guidelines, Uptrend and Downtrend Psychology, ELLIOT's Wave Principle, Moving Averages, Trading with Moving Averages.
- 6. Analysis of any listed company:** Company Background, shareholding Pattern, Corporate Announcement.

Management Studies – Marketing Group

Subject Name: AGRICULTURAL AND RURAL MARKETING

1. Concept & scope of rural market, Rural development as a core area, Efforts put for Rural development in Fiveyears plans. Rural markets' Characteristics, Rural markets. Environmental factors.
2. Rural Consumer Behaviour, Rural Consumer Vs Urban Consumers – a comparison, Relevance of Marketing mix for Rural market/Consumers. Problems in rural market.
3. Segmentation, Targeting & Positioning for rural market, Market forces, components of different ProductStrategies, Pricing Strategies, Promotional Strategies & Distribution Strategies for Rural consumers.
4. Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Challenges inAgriculture Marketing, Agriculture Marketing & its Economic importance, Agricultural Produces and theirmarket.
5. Export potential for agri-products, Major of Government and Non-Govt. Agencies in the development of Ruraland Agricultural, Sector Marketing Strategies for Seed; Fertilizers; Pesticides; Farm equipment. Role.

Subject Name: CONSUMER BEHAVIOR

1. **Fundamentals of Consumer Behavior:** Decision Making Process, Marketing Strategy.
2. **Consumer Behavior:** Braking Culture into Subcultures, Understanding the Power of Culture, How Culture Affects People and Their Purchasing Behavior, How Cultural Understanding Increases Marketing Effectiveness, seeing Cultural Conditioning in Action and in Effect, Applying Cultural Perspective to Your Marketing Strategy.
3. **Household Structure and its Role:** A Primer on Household Structures, Defining an Individual's Household Role, Variables that Change the House Structure, Examining Traditional House Stages and Their Buying Influences, Familiarizing Yourself With Common, Identifying new Structures that have Emerged, Targeting your Marketing to Specific Household Types and Roles, Factoring in Family Dynamics and Disagreements, Dealing with Interests and Responsibilities.
4. **Group Influences:** Power of Groups, Major Types of Groups, Influence of Group, Marketing Opportunity Groups, Members Attraction and Commitment to the Group, Assessment of Group, Determining how you can Appeal to Group.
5. **Consumer Misbehavior:** Definition of Consumer Misbehavior, Consumer Misbehavior, Difference between Misbehavior and Problem Behavior, Pathological Socialization, Decision-Making Process Leads to Misbehavior.
6. **Discover New Market Opportunities:** Finding new Areas of Opportunities, Types of Opportunities Sources of new Areas of opportunities, Untapped Market.

Subject Name: INDUSTRIAL MARKETING

1. **Industrial Market:** Types of Marketing Entities, Industrial Marketing, Types and Forms, Demand Forces, Relationship Marketing, Cross- Functional, Impact of Current Developments on Industrial Firms, Types of Actions by Industrial Companies, Major Differences in Supplier-Customer Interaction.
2. **Marketing Environment:** Business Environment, Micro-Environment, Macro- Environment, Government Influences, Competitive Forces, the International Environment, Modern Trends in Industrial Marketing, and Trend towards Increased Globalization.
3. **Industrial Buyer Behavior:** The Buying Process, Purchase Objectives and Goals, Types of Industrial Organizations and Industrial Buying Characteristics, E-Procurement.
4. **Marketing Research:** Definition and Nature of Marketing Research, the Marketing Research Process, Marketed Demand Analysis, Scope of Industrial Marketing Research, Types of Marketing Research, the Marketing Information System, and Marketing Intelligence System.
5. **Targeting and Positioning:** Purpose of Industrial Marketing Segmentation, Needs of Market, Segmentation Evaluation, Process of Segmentation, Market Segmentation Evaluation, Target Segments, Positioning, Communicating the Company Positioning.
6. **Planning and Development:** Types of Product Lines, Product Policy and Strategy, Industrial Product Life Cycle, Delivering Superior Value, Value Added Process, Product/Market

Strategic Development, New Product Development, Managing Product in High Deployment.

- 7. Integrated Marketing Integrated:** Definition of IMC, Role of Advertising, Decision Stages in Developing Advertising Program, Direct Marketing Using Direct Mail, the Communications Mix, Media Selection, Personal Selling, Relationship-Building Process, Internet Marketing Communications, Sales Promotion, Publicity and Public Relations, Industrial Product Brand Promotion.
- 8. Distribution Channels and Logistics:** Nature of Industrial Distribution Channels, Industrial Channel Structure, Functions of Intermediaries, Types of Intermediaries, Channel Design, Logistics Management, Supply Chain Management (SCM) Concepts, IT System in SCM.

Management Studies – Finance Group

Subject Name: MANAGEMENT OF FINANCIAL SERVICE

1. Introduction to Management of Financial Service

- ✓ Services
- ✓ importance of Financial Management
- ✓ Responsibilities of the Financial manger
- ✓ Objectives and Concepts of Financial Services
- ✓ Functions of Financial Management
- ✓ HRM in a Service Culture

2. Service Management

- ✓ Global Significance of Services
- ✓ The Concept, nature and Structure of Services
- ✓ Management Concepts and Theory
- ✓ Strategic Management of Services

3. Service Environment

- ✓ The Global trade in Service
- ✓ Globalization and Services
- ✓ Regionalism and the Services Environment
- ✓ The National Service Environment

4. Influence on service

- ✓ Types of Stakeholder
- ✓ Who are The Stakeholder
- ✓ origins and Ethic of Stakeholder
- ✓ Stakeholder Theory
- ✓ Stakeholder and the Quality Movement
- ✓ Environmental Waste Management
- ✓ Stakeholder and Service

- ✓ Stakeholder Theory and the issues of Business ethics
- ✓ Stakeholder Frameworks
- ✓ Stakeholders and Service

Subject Name: CORPORATE RESTRUCTURING

- 1. Takeover:** Transactions and Restructuring, Supermajority and Fair Price, Compulsory Redemption Charter Provisions, Recapitalization, Control Clauses, Stock Repurchases, Non-Discriminatory, Impediment Charter Provisions, Shareholders Opportunities, Written Consent, Shareholders Meetings, General Shareholders Meetings, Post-Bid Measures, Future Avenues.
- 2. Targeted Stocks:** Forces Driving Restructuring Initiatives, Shareholder Activism, Failure of Internal Control System, Capital Structure, Managerial Myopia, Valuation and Performance, Emerging Markets, Beecham, Types of Restructuring, Analyst Coverage, Empirical Evidence on Spin-offs, Long-Run Performance of Spun-Off Firms, Equity Carve-Outs, Rationale for Carve-Outs, Empirical Evidence on Carve-Outs, Advantages and Disadvantages of Targeted Stocks.
- 3. Bankruptcy and Reorganization:** Distress, Control Systems, Capital Structure, Currency and Interest Rate, Comparisons, Bankruptcy Code.
- 4. Ownership Plans:** Employee ownership, Ownership Models, Legislation Approaches, Non-Legislated Approaches, Stock Options, Restricted Stock, Stock Appreciation Rights, Purchase Plans, ESOP, ESOP Applications, ESOP Loans, Selling Shareholder, Financial Issues, Determining ESO P, Stock Option Procedures, Tax Implications of ISOs, Ownership and Motivation.

Subject Name: GLOBAL FINANCIAL MARKETING

- 1. Commercial Banks**
 - ✓ The Role of Commercial Banks
 - ✓ Types of Loans Granted by Commercial banks
 - ✓ What makes a bank limited Liability Company
 - ✓ Deposit Lending
 - ✓ Iceland Banks
- 2. Banking Service**
 - ✓ Shadow banking
 - ✓ Banking Secrecy
 - ✓ Building Societies
 - ✓ Saving and loan
 - ✓ Credit unions
- 3. Central Banks**
 - ✓ Naming of Central Banks
 - ✓ An Overview

- ✓ Measures in the Credit Crisis of 2007-09
- ✓ Efficient Market Fallacy
- 4. Stock Market**
 - ✓ Importance of Market
 - ✓ Relation of The stock market to the Modern financial System
 - ✓ The Behavior of The Stock Market
 - ✓ Irrational Behavior
 - ✓ Shares
 - ✓ investment adviser
 - ✓ Equities
 - ✓ Inflation and Deflation
- 5. Money Market**
 - ✓ Interest- Rate Derivatives
 - ✓ Domestic bonds
 - ✓ Types of Bond
 - ✓ International Debt Securities
- 6. Banking Investment**
 - ✓ The Business
 - ✓ International debt Securities
 - ✓ Public offering
- 7. Asset Backed Securities**
 - ✓ Advantage and Disadvantages
 - ✓ Securitization
 - ✓ Investors
 - ✓ Regulation and Transparency
 - ✓ Types of reinsurance
 - ✓ The Credit Crunch
- 8. Corporate Governance**
 - ✓ Principles of Corporate Governance
 - ✓ Interests of Other stakeholders
 - ✓ Disclosure and transparency
 - ✓ An Overview
 - ✓ Enron

Management Studies – HRM Group

Subject Name: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

1. Organization Structure

- ✓ IHRM and Organization Design
- ✓ Global Organization Structure
- ✓ Types of Global Organization Structure
- ✓ Global Matrix Structure
- ✓ Network
- ✓ The Global Learning Organization : The TIE that Binds

2. Role and Future of HRM

- ✓ Organization advancement
- ✓ Involvement
- ✓ Staffing the department
- ✓ IHR research
- ✓ Relocation and orientation
- ✓ Administrative Services
- ✓ Role of IHRM

3. Law and Labor Relations

- ✓ Global employment law and enforcement
- ✓ Discrimination, Harassment and Victimization

4. Global Enterprise

- ✓ International Assignees
- ✓ Process of Selection
- ✓ Repatriation
- ✓ Immigration Laws

5. International Performance

- ✓ International Performance management
- ✓ International performance management system
- ✓ Managing the IPM system
- ✓ Overcoming IPM challenges

Subject Name: MANAGEMENT OF TRAINING AND DEVELOPMENT

1. The Importance of Training

- ✓ Types of Training
- ✓ What do we mean by Training
- ✓ Benefits of the organization
- ✓ Individual Benefits
- ✓ Manager Benefits
- ✓ Alternative

2. Training Cycle

- ✓ Implement the Plans

3. Identifying Training Needs

- ✓ Types of Training Need
- ✓ Organization needs
- ✓ Work team need
- ✓ individual Need
- ✓ Using Documentation
- ✓ Using Discussion
- ✓ observing the job holder
- ✓ Diff-rating Scales
- ✓ Appraisal interviews
- ✓ Agreeing Training needs
- ✓ Recording Training needs
- 4. Planning Successful Training**
- ✓ What are we trying to achieve?
- ✓ Participative Learning method
- ✓ Learning Styles
- ✓ Training on or off the job?
- ✓ Choosing the best method
- ✓ Overhead Projectors
- ✓ Flipcharts
- ✓ Handouts
- ✓ Planning the training
- ✓ Course Content
- ✓ timing
- ✓ Deciding on review and Evaluation processes
- 5. Reflect and Review**
- ✓ Introduction

Subject Name: ORGANIZATIONAL CHANGE AND DEVELOPMENT

1. Nature of planned change.
2. Diagnosing organizations.
3. Collecting and analyzing information.
4. Designing interventions.
5. Leading & managing change.
6. Evaluating and institutionalizing OD.
7. Interpersonal group processes.
8. Organization process approaches.
9. Restructuring organizations.
10. Employee involvement.

11. Organization transformation.
12. Organizational development in global settings.
13. OD in healthcare, schools, and public sector.

Management Studies – Information Technology Group

Subject Name: DATABASE MANAGEMENT SYSTEM

1. **Basic Concepts of Database Systems** :Database Schema, Instance and Database State, The Three-Schema Architecture, Data independence, DBMS Languages, People Deal with Databases.
2. **Entity-Relationship Model:** The E-R Model, Entity relationship Diagram, Composite Versus Atomic Attributes, role Names and Recursive Relationships, Constraints on Relationship Types.
3. **Data Models and Its Implementation:** The Hierarchical Data Model, the Network Data Model, Network Modeling Concepts, the Relational Models.
4. **Introduction to Relational model:** CODD'S 12 Rules for a fully Relational DBMS, Basic Concepts of Relational Model, referential Integrity Constraints, Enforcing Integrity constraints.
5. **Oracle:**A Relational Database Management System: Oracle System Structure, Oracle Server, Oracle Database Structures, Oracle Schema Objects, Oracle Data Dictionary.
6. **Structured Query Language:** SQL: Three Parts of SQL, Sub-Queries, Referential Integrity, Some Other SQL Commands.
7. **Procedural Language/Structured Query Language:** PL/SQL runtime Architecture (PL/SQL), Procedure, Parameters, Packages, Cursors and Triggers.
8. **Relational Algebra and Relational Calculus:** Relational-Oriented Operation, Set- Oriented Operations and Union Compatibility, Aggregate Function and Grouping, Tuple Relation Calculus.
9. **Normalizing Database:** Benefits of Normalization, Functional Dependency, the Domain Key Normal Form.
10. **Database Design and Tuning:** The Database Design Process, requirements and Analysis, Choice of DBMS, Logical Database Design, Database Implementation and Tuning.
11. **Transaction Processing:** Concurrency Control, recoverability.
12. **Query Processing and Query Optimization:** Query Processing, Query Optimization and Heuristics Rules in query Optimization, Information used in Cost Function.
13. **Database Recovery Techniques:** Classification of Transaction Failures, Recovery Techniques Base on Deferred update, Recovery Techniques Base on Immediate update, Buffer Management.
14. **Concurrency Control techniques** :The Acid Test for Transaction Failures, Recovery Techniques Base on Deferred Update, Recovery Techniques Base on Immediate update, Buffer Management.

15. **Data Ware housing** : Data Warehousing Definition, Data Form Legacy Systems, Decision-Support and Executive Information System.
16. **Distributed Database** : Structure of Distributed Database, Design of Distributed Database, Advantage of Distributed Database, DDBMS Prototypes.

Subject Name: SOFTWARE ENGINEERING

1. The Software Problem
2. Software Processes
3. Software Requirements Analysis and Specification
4. Software Architecture
5. Planning a Software Project
6. Design
7. Coding and Unit Testing
8. Testing

Subject Name: INTERNET AND E-COMMERCE

1. **Overview of E-Business:** Introduction, Overview of E-Business, Activities Using E- Business, E-Business Tools, Advantages of E-Business, the Scope of the Internet and the Web.
2. **Electronic Commerce:** Introduction of E-Commerce, History of E-Commerce, Definition of E-Commerce, Basic Functions of Electronic-Commerce Systems, The Technologies of E-Commerce, Types of E-Commerce, The Driving Forces of Electronic Commerce, Frame of E-Commerce, Issues in Implementing Electronic Commerce, Benefits of E-Commerce, The Limitations of E-Commerce, Benefits of the E- Commerce Market, Increasing Interest in Interfacing Technologies, The Internet, Computer Networks and E-Commerce.
3. **Electronic Payments System:** Introduction, Electronic Payment System, The Need for New Payment System Designed for E-Commerce, User Acceptance of Electronic Payment System, Characteristic of electronic Payment System, Classification of Electronic Payment System, S mart Card System, SET (Secure Electronic Transactions), Pay Pal, Micro-Payments for Information Goods.
4. **Business to Business E-Commerce:** Introduction to B2B-Business to Business, B2B Evolution, Types of Transactions in B2B, Business-to- Business Electronic Commerce Models.
5. **Mobile Commerce:** Introduction, The Unique Characteristics of M-Commerce, Driving Forces of M-Commerce, Limiting Factors of M-Commerce, Mobile Customer and Applications, Challenges and Opportunities in M-Commerce, Security in M- Commerce.
6. **Mobile Banking:** Introduction, Technology and Security Standards in Mobile Banking, Mobile Banking Architecture, Mobile Banking Services, Advantages of Mobile Banking.
7. **Internet:** Introduction of Internet, The History of the Internet, Internet Systems, Internet Applications and Application Protocols, Advantages of Internet, Disadvantages of Internet, Domain Name System, Transmission Control Protocol/ Internet Protocol, TCP/ 1P and the Internet.
8. **Firewall System:** Introduction of Firewall, Types of Firewalls, Proxy Servers, Common Attacks

on System.

- 9. Electronic Data Interchange:** Introduction, EDI Standards, Advantages of Using EDI over Paper System, EDI Technology.
- 10. Supply Chain Management:** Introduction, Faces of Supply Chain Management, Elements of the Supply Chain Management, Functions of Supply Chain Management, Supply Chain Management Technology, Value Chain Management.

Subject Name: Project Work

Procedure for Admission:

Student may collect the information regarding admission through University website or helpdesk number according to their convenience. Student can download the admission form from the University website and send directly through online or offline mode to the University. After scrutinizing the documents and clearance of fees the admission will be confirmed and Registration/ Enrollment number will be issued.

Fees Structure:

Sr.no.	Particular	Fees
1	Course Fees	24,000/-
2	Credit Transfer/ Lateral Entry	1000/-
3	Continuation Fees	1000/-
4	Examination Fees	200/- (Per Paper)
5	Reappear/ Revaluation Fees	300/- (Per Paper)

In case of any scholarship applicable as per the UGC norms or any other statutory body, the admission committee will discuss the same and issue the appropriate decision accordingly.

The Examination will be conducted in Online/ Offline mode. The Evaluation will be done by the Internal Evaluators as well as External Evaluators.

The Result will be declared on the website of Centre for Distance & Online Education. After declaration of result student will be asked to submit revaluation form (if any) within 15 days of declaration of result.

Requirement of the Laboratory:

The University is going to use the ICT (Information Communication Technology) for conducting the programme. In case of any programme required practical to be conducted either the same will be performed by applying virtual reality methods or in offline mode at the University campus/ associated colleges. Also, the student will be provided a practical hand book for their help and better understanding.

Every Student would be provided SLM material in printed form. Also, the same will be available online on the University website.

Cost Estimate of the Programme:

The estimated cost would be Rs.4,50,000/- for programme development, delivery and maintenance.

Quality Assurance:

Every year the curriculum of the course will be reviewed and forwarded to the Academic Council with suggestions. The Academic Council will discuss the suggestions and recommended to Board of Management for its approval. The changes in the course curriculum as per the needs and requirements from time to time. The University will help the passed-out students in their placement in different industries through their training and placement cell.