



**Savitribai Phule Pune University**  
**School of Open learning**

**Master of Business Administration**

**M.B.A. - (Rev. 2021) C.B.C.S. Distance Education**

**Total Credits for M.B.A.- (Rev. 2021) C.B.C.S. Distance Education**

S. N.	Subject	Credit
1	Semester -I	24
2	Semester -II	24
3	Semester -III	26
4	Semester -IV	26
5	1 -MOOC (10 for one MOOC)	10
<b>Total Credits</b>		<b>110</b>

**Details of the Subjects - (First Year of M.B.A. SEM-I)**  
**Core Subjects (CR)**

S.N.	Subject Code	Subject	Credit	Semester
1	CR-11	Management Concepts & Applications	04	I
2	CR-12	Economics for Managers	04	I
3	CR-13	Organizational Behavior	04	I
4	CR-14	Elements Of Managerial Communication	04	I
5	CR-15	Computers Application for Business	04	I
6	CR-16	Basics of Marketing	04	I
<b>Total Credits - SEM-I</b>			<b>24</b>	

**Details of the Subjects - (First Year of M.B.A. SEM-II)**  
**Core Subjects (CR)**

<b>S.N.</b>	<b>Subject Code</b>	<b>Subject</b>	<b>Credit</b>	<b>Semester</b>
7	CR-21	Basics of Human Resource Management	04	II
8	CR-22	Operational Management	04	II
9	CR-23	Management Accounting	04	II
10	CR-24	Management of Social Management	04	II
11	CR-25	Research Methodology	04	II
12	CR-26	Management Information System	04	II
<b>Total Credits - SEM-II</b>			<b>24</b>	



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<b>MANAGEMENT CONCEPT &amp; APPLICATION</b>
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<b>SEM-I, CR-11</b>
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<b>Compulsory Generic Core Course</b>
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- 1. INTRODUCTION TO RESEARCH:** Basic Concepts of Management, Definition, Need and Scope, Different schools of management – Behavioral Scientific System, Contingency Management theories by - F. W. Taylor, Henry Fayol and Elton Mayo  
Managerial Skill and Functions - Level of Management- Functions of Management
- 2. PLANNING** – Definition, Nature, Importance, Steps, Limitations, MBO
- 3. ORGANISING** - Definition, Nature, Importance, Principles, Centralization – decentralization Organization structures - Line & Staff – functions, product, geographical, customer, virtual - boundary
- 4. LEADING** – Nature and Scope **STAFFING** – Definition, Nature, Importance, steps and **DECISION MAKING** – Definition, Nature, Importance steps
- 5. CONTROLLING** – Definition, Nature, Importance, Steps, Techniques



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**ECONOMICS FOR MANAGERS**

**SEM-I, CR-12**

**Compulsory Generic Core Course**

**1.Fundamentals of Economics:** Nature and Scope of Economics, Evolution of economics as a social science, Basic Economic Problem- Scarcity and Choice, the ten principles of economics: How people make decisions? How people interact with each other? How economy as a whole works?

**2.Basics of Demand:**Meaning of Demand, Individual Demand and Market Demand, Demand Schedule, Law of Demand, Determinants of Demand, Demand Curve, Changes in Demand, Elasticity of Demand, Shift of Demand Curve

**3.Basics of Supply:**Meaning, Supply Schedule, Individual and Market Supply Curve, Determinants of Supply, Law of Supply, Changes in Supply; Equilibrium of Demand and Supply- Determination of Equilibrium Price and Quantity,

**4.Theory of Consumer Behaviour** Cardinal Utility Approach-Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility; Indifference Curve Approach-Indifference Curves, Properties of Indifference Curves, Budget Line, Consumer's Equilibrium

**5.Indian Economy- An Overview** Basic Characteristics of the Indian Economy; Major Issues of Development; Development Experience and Recent Trends in Indian Economy; Indian Economy in Comparison to Major Economies of the World



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### ORGANIZATIONAL BEHAVIOUR

SEM-I, CR-13

Compulsory Generic Core Course

- 1. INTRODUCTION TO MANAGEMENT AND FUNDAMENTALS OF OB:** Fundamentals of Organizational Behaviour and Individual Processes: Evolution of management thought, Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB
- 2. ATTITUDES:** Attitudes and Job Satisfaction, Emotions: Introduction, Attitudes, Major Job Attitudes, Job Satisfaction, Outcomes of Job Dissatisfaction, Definition and Emotional Intelligence, OB Applications of Emotions and Moods Concept of Emotions and Moods, Emotional Intelligence - Fundamentals of Emotional Intelligence, OB Applications of Emotions and Moods
- 3. MOTIVATION:** Definition & Concept of Motivation, The Content Theories of Motivations. Individual Decision Motivation (Maslow's Need Hierarchy, McGregor's Theory X and Theory Y, Herzberg's Two-Factor Theory, McClelland's Theory of Needs), Contemporary Theories (Self-Determination Theory, Goal-Setting Theory, Management by Objectives (MBO), Self-Efficacy Theory, Equity Theory, Expectancy Theory)
- 4. LEADERSHIP:** Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types, Theories of Leadership - Trait and Behavioral Theories.
- 5. CONFLICT MANAGEMENT, ORGANIZATIONAL STRESS:** Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches. Organizational Processes and Behaviour, Stress at workplace: Work Stressors – Prevention and Management of stress



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<b>ELEMENTS OF MANAGERIAL COMMUNICATION</b>
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<b>SEM-I, CR-14</b>
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<b>Compulsory Generic Core Course</b>
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**1.INTRODUCTION OF COMMUNICATION:** Meaning Definition, Objectives of Communication, Characteristics of Communication, Process of Communication, Forms of communication, Roles of a Manager, Communication Roadblocks and Overcoming them, Overcoming Communication Barriers, Effectiveness in Managerial Communication

**2.ORAL COMMUNICATION:**Meaning – Principles of successful oral communication – Barriers to communication – Conversation control –Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication – Listening as a Communication Skill, Nonverbal communication.

**3.MEETINGS:**Ways and Means of conducting meeting effectively, Planning a Meeting, Meeting Process, How to Lead Effective Meeting, Evaluating Meeting, Writing Agenda and Minutes of meetings , Web ConferencingCase Study:-A Special Meeting of the Executive Committee

4. **BUSINESS COMMUNICATION** :Effective E-mail, E-mail Etiquettes, Writing Business Reports and Proposals, Kinds of Business Letters, Inquiries, orders & replying to them, sales letters, Job application Letters, Writing Effective Memos, Format and Principles of writing Memos.

**5.EMPLOYMENT COMMUNICATION:**Introduction – Composing Application Messages – Writing CVs – Group discussions – Interview skills Impact of Technological Advancement on Business Communication– Technology-enabled Communication-Communication networks– Intranet–Internet–E-mails–teleconferencing – videoconferencing.



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### COMPUTER APPLICATIONS FOR BUSINESS

SEM-I, CR-15

Compulsory Generic Core Course

**1.Introduction to Basic Concepts:** Introduction & Definition of computer, Characteristics of a Computer; Advantages of Computers; Limitation of Computers; Types of Computers; Applications of computers, Hardware, Firmware, Liveware; Software; System Software: Operating system, Translators, interpreter, compiler; Overview of operating system, function of operating system; Application software: General Purpose Packaged Software and tailor-made software. Introduction to DBMS.

Primary and secondary memory: RAM and ROM, Hard Disk, Magnetic Tape, Optical devices, Flash memories.

### **2.Word Processing & Power point presentations For Business:**

Microsoft Word: Introduction to word Processing; Word processing concepts Microsoft Word-File Handling, File Creation Retrieval, Saving & Printing, Edit Commands. Formatting- Paragraphs, Documents, Headers, Footers, Page setup, Alignment, Finding and replacing text, Working with Tables. Inserting Graphics & Text Boxes, Advanced Functions- Mail Merge, Macro.

Microsoft Power Point: Introduction to Power point, creating a presentation, Editing, Inserting sound, animations, Hyperlinks. Designs, Layout, Slide show, Rehears timing.

### **3. Spread sheet and its Business Applications:**

Spreadsheet concepts; Creating a work book, saving a work book, editing a work book, inserting, deleting work sheets, entering data in a cell, formula Copying, moving data from selected cells, Handling operators in formulae: Inserting Charts- LINE, PIE, BAR, Other charts. Functions: Mathematical ROUND ALL, SUM, SUMIF, COUNT, COUNTIF, etc. Statistical – AVERAGE, MAX, MIN, STDEV, FREQUENCY, INTERCEPT, SLOPE.; Financial - PMT, PPMT, IPMT; Logical - IF, AND, OR, V Lookup, H Lookup, Introduction to macros.

### **4. Computer Networks & Internet:**

Computer Networks: LAN, MAN, WAN, Network topologies, Wireless Medium Technologies like VSAT, Microwaves, Bluetooth, WIFI,  
Internet Basics: WWW, ISP, Web server, Web Browser, Domain names, Email, Mail server, search engine, web portal, other internet common terms.

## **5. Managerial applications of computers:**

Computer and management functions, Computer based financial accounting systems, Inventory systems, Computerised MIS and control systems. DBMS and its applications. Applications of internet for business like, Business communication, information collection, sharing etc. Applications of Computer Networks.



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### **BASICS OF MARKETING**

**SEM-I , CR-16**

**Compulsory Generic Core Course**

#### **UNIT 1 INTRODUCTION AND FUNCTIONS OF MARKETING**

1.1 Marketing – Definitions, Concept, objectives, importance and functions of marketing: on the basis of exchange, on the basis of physical supply and facilitating functions 1.2 Approaches to the study of Marketing 1.3 Relevance of Marketing in a developing economy. 1.4 Changing profile and challenges faced by a Marketing manager

#### **UNIT 2 CLASSIFICATION AND TYPES OF MARKETS**

2.1 Traditional classification of marketing 2.2 Service Marketing: 7P's of services marketing, importance of services marketing, importance of service sectors 2.3 Rural Marketing: Meaning, feature & importance of rural marketing, Difficulties in rural marketing and suggestions for improvement of Rural Marketing 2.4 Retail marketing 2.5 Tele marketing 2.6 E-Marketing 2.7 Digital marketing: meaning, importance of digital marketing 2.8 Green marketing

#### **UNIT 3 MARKETING ENVIRONMENT AND MARKET SEGMENTATION**

3.1 Marketing Environment – Meaning, Internal & external factors influencing Marketing environment: political, social, economic, international, technological, cultural environment 3.2 Market Segmentation: Meaning, Definition, Essentials of effective Market Segmentation, types of segmentation

#### **UNIT 4 MARKETING MIX**

4.1: Product mix and Price mix Meaning, scope and importance of marketing mix a. Product mix: concept of a product, product characteristics: intrinsic and extrinsic , PLC, Product simplification, product elimination, product diversification , new product development b. Price mix : meaning, element , importance of price mix , factors influencing pricing , pricing methods and recent trends 4.2 : Place mix and Promotion mix c. Place mix: meaning and concepts of channel of distribution, types of channel of distribution or intermediaries, Factors influencing selection of channels, types of distribution strategies: intensive, selective and extensive recent changes in terms of logistics and supply chain management. d. Promotion mix: meaning, elements of promotion mix: advertising: meaning, definitions, importance and limitations of advertising, types

of media: outdoor, indoor, print, press, transit - merits and demerits, concept of media mix, Recent trends in promotion

**UNIT 5 MARKETING PLANNING, MARKETING INFORMATION SYSTEM, MARKETING RESEARCH**

5.1 Marketing planning: meaning, scope, importance, essentials and steps in marketing planning ,Importance and difficulties in marketing planning 5.2 Marketing Information System: Concept, components and importance of Marketing Information System 5.3 Marketing Research – Meaning, definitions, objectives and scope of marketing research, difference between market research and marketing research, types & techniques of Marketing Research, Use of Marketing Research in management



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<b>BASICS OF HUMAN RESOURCE MANAGEMENT</b>
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<b>SEM-II, CR-21</b>
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<b>Compulsory Generic Core Course</b>
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- 1. HUMAN RESOURCE MANAGEMENT** – Introduction and Importance- Conceptual between Personnel Management and HRM – Strategic HRM- role of a HR Manager
- 2. HUMAN RESOURCES PLANNING** – Objectives - HRP Process -Manpower Estimation - Job analysis -job Description-Job Specification – Recruitment Sources of Recruitment - Selection Process-Placement and Induction - Retention of Employees.
- 3. TRAINING AND DEVELOPMENT**-Objectives and Needs - Training Process Methods of Training-Tools and Aids - Evaluation of training Programs, Career Planning-Succession Planning.
- 4. PERFORMANCE MANAGEMENT SYSTEM**- Definition, Concept and Ethics - Different methods of Performance Appraisal - Rating Errors - Competency Management.
- 5. INDUSTRIAL RELATIONS**- Grievance Procedure - collective Bargaining Settlement of Disputes. Retirement/Separation - Superannuation - Voluntary Retirement Schemes Resignation - Discharge-Dismissal -Suspension-Layoff



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### **OPERATIONS MANAGEMENT**

**SEM-II, CR-22**

**Compulsory Generic Core Course**

#### **UNIT 1: PRODUCTIONS AND OPERATIONS MANAGEMENT**

Definition, Concept, Significance and Functions of Operations Management, Concepts of Manufacturing, Production and Operations, Manufacturing Systems, Mass Customization, Operations Processes and types, Volume, Variety and Flow, Types of plant Layouts, Role and Functions of Production Planning and Control, Capacity Planning, Aggregate production Planning, Master Production Schedule, Overview of MRP, CRP, DRP , MRP II, Production Control: Scheduling, Loading, Concept and types of inventory, Need for inventory, Implications for Inventory Control Methods, ABC Analysis -VED, HML, FSN, GOLF, SOS, Inventory Costs - ordering cost, carrying cost, and shortage cost, Basic EOQ Model, EOQ with discounts, Inventory turns ratios,

#### **Unit 2: Quality Management**

Quality: Definitions from various Perspectives, Dimensions of Quality, Quality Inspection Elements, Relation between Quality and Price, Customers view and Manufacturer's view Overview of TQM and LEAN Management, PDCA Cycle, Key Principles of TQM, Elements of TQM, TQM Process, Quality Benchmarking, Quality Management Systems Map, Advantages of the Quality Management Systems, Process approach, even Quality Management Principles, Overview of ISO Standards, ISO 9001: 2015,

#### **Unit 3: Service Operations management**

Concept, Nature and Characteristics of Service Operations, Service System Design Matrix: Design of Service Systems, Service Design Elements, Service Blueprinting, Taxonomy for Service Process Design, Changing Demographics, Innovation in Services, New Service Development, Technology in Service Innovation, Challenges of Adopting New Technology in Services, Generic Approaches to Service System Design, Concept of the Service Encounter, Concept of Service Facility Location, Service Facility Environmental Psychology and Orientation, Servicescapes, Environmental Dimensions of Servicescapes, Facility Design, Facility Layout, Flow Process Layout and the Work Allocation Problem, Job Shop Process Layout and the Relative Location Problem, Competitive Service Strategy, Defining Service

Quality, Dimensions of Service Quality, Gaps in Service Quality, Measuring Service Quality, SERVQUAL. Quality Service by Design, customer relationship management strategies in service operations

#### **Unit 4: Supply Chain Management**

Definition, Concept, Significance and Functions of Supply Chain Management, Physical distribution to Logistics to SCM, Impact of Globalization, Technological up-gradation, Ethical and Environmental Issues on Supply Chain functions, Generalized Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash-to-Cash Conversion. Customer Service: Supply Chain Management and customer service linkages, Availability service reliability perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing

#### **Unit 5: Project Management**

Concept and Attributes of a Project, Project Management Process, Project Lifecycle, Main Causes of Project Failure, Creating the Work Breakdown Structure (WBS), Project Planning: Estimating Project Times and Costs, Estimation Guidelines for Time, Costs and resources, Macro versus Micro Estimating, Methods for Estimating Project Times and Costs, Types of Costs, Developing a Project Plan, Scheduling Resources and Reducing Project Duration, Types of Project Constraints, Classification of Scheduling Problem, Resource Allocation Methods, Assigning Project work, Multi Project resource Schedules, Concept and construction of a Project Cost – Duration Graph, Managing Project Risks, Project Risk Management process, Project Evaluation: Progress and Performance Management and Evaluation, Project Control Process, Project Audit and Closure



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<b>MANAGEMENT ACCOUNTING</b>
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<b>SEM-II, CR-23</b>
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<b>Compulsory Generic Core Course</b>
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**1.BASICS OF MANAGEMENT ACCOUNTING:** Meaning and scope of Management Accounting, Evolution of Management Accounting, Nature and Scope of Management Accounting, Difference between cost accounting and management accounting, Relationship of Management Accounting with Financial Accounting

**2.COST: Cost classification:** Functional, Departmental, Direct and Indirect, Behavioral classification. Cost control and Cost reduction, Cost management.

**3.MARGINAL COSTING AND BREAK EVEN ANALYSIS:** Meaning and definition of Marginal costing and Break Even Analysis, Cost-Volume- Profit Analysis, Profit / Volume ratio. Break-even analysis-algebraic and graphic methods.Angle of incidence, margin of safety, Key factor, determination of cost indifference point.

**4.BUDGETARY CONTROL:** Budgeting and Budgetary Control: Concept of budget, budgeting and budgetary control, objectives, merits, and limitations. Budget administration.Functional budgets.Fixed and flexible budgets. Zero base budgeting. Programme and performance budgeting.

**5.DECISION MAKING:** Steps in Decision Making Process, Concept of Relevant Costs and Benefits, Various short term decision making situations – profitable product mix, Acceptance or Rejection of special/ export offers, Make or buy, Addition or Elimination of a product line, sell or process further, operate or shut down. Pricing Decisions: Major factors influencing pricing decisions, various methods of pricing



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### MANAGEMENT OF SOCIAL MEDIA

SEM-II, CR-24

Compulsory Generic Core Course

1. **INTRODUCTION:** Internet evolution; Social media; Theory on the diffusion of innovations; Technological evolution graph; Multidisciplinary approach; Social media task force; Social Media Goals; Choosing Social Media Goals.
2. **DEFINITIONS; SOCIAL MEDIA TYPES; TOOLS:** Social media type's; Social media tools; Social media trilogy; Web 4.0; Internet of Things; User-generated content; Social ripple effect; Community management; Blogging; Social bookmarking; Gamification.
3. **SOCIAL MEDIA IN BUSINESS APPLICATIONS:** Search engine marketing; e-Marketing; Online advertising; e-Advertising; Search engine advertising; Targeted ad; Contextual ad Privacy Cookies Ad avoidance; Electronic word of mouth; Viral campaign Social ripple effect Theory on the diffusion of innovations.
4. **LEGAL AND ETHICAL ISSUES IN SOCIAL MEDIA:** Business ethics; Social media policy; IT policy; Social media training; Social media dangers; Disclaimer; Disclosure; Monitoring; Privacy; Content ownership; Intellectual property; Copyright; Discrimination; Reputation management; Terms of Service Digital afterlife; Password Social engineering.
5. **SOCIAL CUSTOMER RELATIONSHIP MANAGEMENT:** Social customer relationship management (social CRM); Enterprise 2.0; Social business; Collaborative business; Social media monitoring; Social customer-centric management; Social CRMecosystem.



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### RESEARCH METHODOLOGY

SEM-II, CR-25

Compulsory Generic Core Course

- 1. INTRODUCTION TO RESEARCH:** Meaning of research, Objectives, Motivation, need of research in business, Utility, Features of a Good research study, Deductive and inductive theory. Characteristics of scientific method, Ethics in research, Research Process, Identification & Formulation of research problem, Basics of literature Review, Research Question: Management Question – Research Question – Investigation Question. Hypothesis meaning & Types, Null Hypothesis & Alternative Hypothesis. Qualities of a good Hypothesis, Hypothesis Testing - Logic & Importance
- 2. RESEARCH DESIGN:** Concept and Importance of Research design, features of a good research design. Types of research design, Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group. Qualitative and quantitative research: Methods & Importance. Advantages & Disadvantages, Merging the two approaches.
- 3. DATA & MEASUREMENT:** Meaning & Types of data, Need for data. Secondary Data: Definition, Sources, Characteristics, Advantages and disadvantages over primary data, Quality of secondary data - Sufficiency, adequacy, reliability and consistency. Primary Data: Definition, Advantages and disadvantages over secondary data. Methods of primary and secondary data collection. Measurement: Concept of measurement, what is measured? Problems in measurement in management research - Validity and Reliability, Levels of measurement - Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application. Questionnaire: Questionnaire Construction - Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools.
- 4. SAMPLING:** Basic Concepts: Definitions of basic concepts associated with sampling process, Viz., Universe, Statistical Population, Sample, Characteristics of

a good sample. Sampling Frame, determining the sample frame, Sampling errors, Non Sampling errors, Methods to reduce the errors, Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample: Practical considerations in sampling and sample size, (sample size determination formulae and numerical not expected)

5. **DATA ANALYSIS & REPORT WRITING:** Data Preparation (Cleaning of Data, Editing, Coding, Tabulation), Measures of Central tendency – Mean, Median and Mode., Variance & Covariance, Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis – Cross tabulations and Chi-square test including testing hypothesis of association. Basic logic for application of T test, Z test, F Test & ANOVA. Correlation & Regression. (Mathematical calculations are not expected), Example of Preparation of research proposals for submission to funding agencies & Research Report Writing, Layout of a Research Paper.



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<b>MANAGEMENT INFORMATION SYSTEMS</b>
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<b>SEM-II, CR-26</b>
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<b>Compulsory Generic Core Course</b>
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1. **MANAGEMENT INFORMATION SYSTEMS** - Need, Purpose and Objectives - Contemporary Approaches to MIS - Information as a strategic resource - Use of information for competitive advantage - MIS as an instrument for the organizational change
2. **INFORMATION, MANAGEMENT AND DECISION MAKING** - Models of Decision Making - Classical, Administrative and Herbert Simon's Models - Attributes of information and its relevance to Decision Making - Types of information
3. **INFORMATION TECHNOLOGY** - Definition, IT Capabilities and their organizational impact - Telecommunication and Networks - Types and Topologies of Networks - IT enabled services such as Call Centres, Geographical Information Systems etc.
4. **DATA BASE MANAGEMENT SYSTEMS** - Data Warehousing and Data Mining
5. **DECISION SUPPORT SYSTEMS** - Group Decision Support Systems - Executive Information Systems - Executive Support Systems - Expert Systems and Knowledge Based Expert Systems - Artificial Intelligence