Course Components of Management Programme

MS-1: MANAGEMENT FUNCTIONS AND BEHAVIOUR

BLOC	K UNIT NOs.	UNIT TITLE	AUDIO TAPE VIDEO TAPE
I		ROLE OF A MANAGER	
	1	Task of a Professional Manager	
	2	Responsibilities of a Professional Manager	Professional Management
	3	Management Systems and Processes	Task and Responsibilities Part I & II
	4	Managerial Skills	
II		DECISION MAKING	
	5	Organisational Context of Decisions	
	6	Decision Making Models	Problem Solving
	7	Decision Making-Techniques and Processes	
	8	Management by Objectives	
III		ORGANISATIONAL CLIMATE AND CHANGE	
	9	Organisational Structure and Managerial Ethos	
	10	Management of Organisational Conflicts	
	11	Managing Change	
IV		ORGANISATIONAL STRUCTURE AND PROCESSES	
	12	Organisational Structure and Design	
	13	Managerial Communication	Communication
	14	Planning Process	Process
	15	Controlling	Flocess
	16	Delegation and Interdepartment	
		Coordination	
V		BEHAVIOURAL DYNAMICS	
	17	Analysing Interpersonal Relations	Leadership
	18	Leadership Styles and Influence Process	Styles
	19	Group Dynamics	Styles

MS-2: MANAGEMENT OF HUMAN RESOURCES

BLOC	K UNIT NOs.	UNIT TITLE
I		HUMAN RESOURCE MANAGEMENT: CONTEXT, CONCEPT AND BOUNDARIES
	1	The Changing Social Context and Emerging Issues
	2	The Concept and Functions of Human Resource Management
	3	Structuring Human Resource Management
II		GETTING HUMAN RESOURCE
	4	Job Analysis and Job Design
	5	Human Resource Planning
	6	Attracting the Talent: Recruitment, Selection, Outsourcing
	7	Socialisation, Mobility and Separation
Ш		PERFORMANCE MANAGEMENT AND POTENTIAL ASSESSMENT
	8	Competency Mapping
	9	Performance Planning and Review
	10	Potential Appraisal, Assessment Centres and Career and Succession Planning
	I1	HR Measurement and Audit
IV		HUMAN RESOURCE DEVELOPMENT
	12	Human Resource Development System
	13	Training
	14	Mentoring and Performance Coaching
	15	Building Roles and Teams
$\overline{\mathbf{V}}$		COMPENSATION AND REWARD MANAGEMENT
	16	Laws Covering Wages, Welfare and Benefits
	17	Compensation Strategy, Structure, Composition
	18	Reward Management
VI		EMPLOYER-EMPLOYEE RELATIONS
	19	Regulatory Mechanisms in Industrial Relations
	20	Dealing with Unions and Associations
	21	Industrial Democracy
	22	Grievance Handling and Discipline

MS-3: ECONOMIC AND SOCIAL ENVIRONMENT

BLOCK	UNIT NOs.	UNIT TITLE	AUDIO TAPI	E VIDEO TAPE
I		ECONOMICAND SOCIAL ENVIRONMENT		
	1	Economic Environment of Business		India's National
	2	Socio-cultural and Politico-legal Environment		Socio-economic
	3	Changing Role of Government		Scenario
II		STRUCTURE OF THE INDIAN ECONOMY		
	4	Structural Dimensions of Indian Economy		
	5	Structure of Indian Industry		
	6	Public Sector in India	Management	Business and
	7	Private Sector in India		
	8	Small Sector in India	of Public	Government - The
	9	Sickness in Indian Industry	Sector	Emerging Scenario
III		PLANNING AND POLICIES		
	10	Planning Goals and Strategies		National Planning
	11	Evolution of Industrial Policy		Process
	12	Regulatory and Promotional Framework		Controls and Regu- lations: The Business view Part I and Part II
IV		EXTERNAL SECTOR		
	13	India's Foreign Trade		
	14	India's Balance of Payments		
	15	Export and Import Policy		
	16	Foreign Capital and Collaborations		
	17	India's External Debt		
v		ECONOMIC REFORMS SINCE 1991		
	18	Industrial Policy of 1991		
	19	Economic Reforms: Liberalisation, Globalisation and Privatisation		
	20	Financial Sector Reforms		Fiscal System
	21	Fiscal Sector Reforms		
	22	Economic Reforms and Social Justice		and Policy

MS-4: ACCOUNTING AND FINANCE FOR MANAGERS

BLOCK	UNIT NOs.	UNIT TITLE	AUDIO TAPE	VIDEO TAPE
I		ACCOUNTING FRAMEWORK		
	1	Accounting and its Functions	Introduction to Course	Understanding Financial Statements
	2	Accounting Concepts and Standards	Role of Accounting and Finance Function in different types of Organisations	Part-I
	3	Accounting Information and its Applications	Emerging Horizons in Accounting and Finance (EHIAF) – Human Resource Accounting	
II		UNDERSTANDING FINANCIAL ST	ATEMENTS	
	4	Construction and Analysis of Balance Sheet	EHIAF–Inflation Accounting	Understanding Financial
	5	Construction and Analysis of Profit and Loss Account		Statements
	6	Construction and Analysis of Funds Flow and Cash Flow Statement		Part-II
III		COST MANAGEMENT		
	7	Understanding and Classifying Costs	EHIAF-Cost	Accounting
	8	Absorption and Marginal Costing	Audit in India	in decision
	9	Cost-Volume-Profit Analysis		making
	10	Variance Analysis		(CVP/BE analysis)
 IV		FINANCIAL AND INVESTMENT AN	NALYSIS	
	11	Financial Management : An Introduction	Role and Regulation of	Project Appraisal: An Institutional
	12	Ratio Analysis		
	13	Leverage Analysis	Stocks Markets	Viewpoint
	14	Budgeting and Budgetary Control		
	15	Investment Appraisal Methods		
$\overline{\mathbf{v}}$		FINANCIAL DECISIONS		
	16	Management of Working Capital	EHIAF-Lease Financing	Management of
	17	Capital Structure		Working Capital
	18	Dividend Decisions	EHIAF–Financial Services & their Marketing	Unique Enterprises – Case Study

MS-5: MANAGEMENT OF MACHINES AND MATERIALS

BLOCK	UNIT NOs.	UNIT TITLE	AUDIO TAPI	E VIDEO TAPE
I		OPERATIONS MANAGEMENT	Introduction to the Course	Management of Technology
	1	Operations Management : An Overview		- Problems and Perspectives- Planning and Policy- Implementation
П		FACILITIES PLANNING		
	2	Product Selection		
	3	Process Selection		Facilities Layou
	4	Facilities Location		•
	5	Facilities Layout and Materials Handling		
	6	Capacity Planning		
III		WORK AND JOB DESIGN		
	7	Work Design		
	8	Job Design		
IV		OPERATIONS PLANNING AND CONTROL		
	9	Planning and Control for Mass Production		Planning and
	10	Planning and Control for Batch Production		Control of
	11	Planning and Control for Job Shop Production		Projects
	12	Planning and Control of Projects		Maintenance
	13	Maintenance Management		Management
V		VALUE ENGINEERING AND QUALITY ASSURANCE		
	14	Value Engineering		Quality Control
	15	Quality Assurance		
VI		MATERIALS MANAGEMENT		
	16	Purchase System and Procedure		
	17	Inventory Management		
	18	Stores Management		
	19	Standardisation, Codification and		Materials
		Variety Reduction		
	20	Waste Management		Management

MS-6: MARKETING FOR MANAGERS

BLOCK	UNIT NOs.	UNIT TITLE	AUDIO TAPE VIDEO TAPE
I		MARKETING AND ITS APPLICATIONS	
	1 2 3	Introduction to Marketing Marketing in a Developing Economy Marketing of Services	Introduction - Marketing to the Course - Marketing of Services - Marketing and Public Policy
II		MARKETING PLANNING AND ORGANISATION	
	4	Planning Marketing Mix	- Marketing in
	5	Market Segmentation	Action
	6 7	Marketing Organisations Marketing Research and its Applications	- Marketing Management and Planning
III		UNDERSTANDING CONSUMERS	
	8	Determinants of Consumer Behaviour	Indian
	9	Models of Consumer Behaviour	Consumer and
	10	Indian Consumer Environment	Marketing Environment
IV		PRODUCT MANAGEMENT	
	11	Product Decisions and Strategies	
	12	Product Life Cycle and New Product Development	ITDC-A Case Study
	13	Branding and Packaging Decisions	·
v		PRICING AND PROMOTION STRATEGY	
	14	Pricing Policies and Practices	Marketing
	15	Marketing Communications	Strategy - A
	16	Advertising and Publicity	Case Study of
	17	Personal Selling and Sales Promotion	Moulded Luggage Industry
VI		DISTRIBUTION AND PUBLIC POLICY	
	18	Sales Forecasting	
	19	Distribution Strategy	Effective Selling
	20	Managing Sales Personnel	
	21	Marketing and Public Policy	

MS-7: INFORMATION SYSTEMS FOR MANAGERS

BLOCK	UNIT NOs.	UNIT TITLE
I		INFORMATION TECHNOLOGY FOR MANAGERS
	1	Information Technology : An Overview
	2	Computer Systems
	3	Computer Software
	4	Networking Technologies
II		INFORMATION SYSTEMS - I
	5	In MIS Perspectives
	6	Information Systems Economics
	7	Management Information and Control Systems
	8	Information Systems Security
Ш		INFORMATION SYSTEMS - II
	9	Information Systems and Functional Area Applications
	10	Transaction Processing Systems-I: Human Resource and Marketing Management
	11	Transaction Processing Systems-II: Operations and Financial Management
	12	Integrated Applications
IV		SYSTEM ANALYSIS AND COMPUTER LANGUAGES
	13	Building Information Systems
	14	System Analysis and Design
	15	Computer Programming and Languages
V		SUPPORT SYSTEMS FOR MANAGEMENT DECISIONS
	16	Database Resource Management
	17	Data Ware Housing and Data Mining
	18	Tactical and Strategic Information Management: DSS and ESS
	19	Intelligent Support Systems
	20	Emerging Trends in IT

MS-8: QUANTITATIVE ANALYSIS FOR MANAGERIAL APPLICATIONS

BLOCK	UNIT NOs.	UNIT TITLE	AUDIO TAPE VIDEO TAPE
I		BASIC MATHEMATICS FOR MANAGERS	
	1	Quantitative Decision Making : An Overview	
	2	Function and Progressions	
	3	Basic Calculus and Applications	
	4	Matrix Algebra and Applications	
п		DATA COLLECTION AND ANALYSIS	
	5	Collection of Data	
	6	Presentation of Data	
	7	Measures of Central Tendency	
	8	Measures of Variation and Skewness	
III		PROBABILITY AND PROBABILITY DISTRIBUTIONS	3
	9	Basic Concepts of Probability	Probability
	10	Discrete Probability Distribution	Fundamentals
	11	Continuous Probability Distributions	
	12	Decision Theory	Probability Applications
IV		SAMPLING AND SAMPLING DISTRIBUTIONS	
	13	Sampling Methods	
	14	Sampling Distributions	
	15	Testing of Hypotheses	
	16	Chi Square Tests	
V		FORECASTING METHODS	
	17	Business Forecasting	
	18	Correlation	Applications of
	19	Regression	Regression
	20	Time Series Analysis	

MS-9: MANAGERIAL ECONOMICS

BLOCK	UNIT NOs.	UNIT TITLE
I		INTRODUCTION TO MANAGERIAL ECONOMICS
	1	Scope of Managerial Economics
	2	The Firm : Stakeholders, Objectives & Decision Issues
	3	Basic Techniques
II		DEMAND AND REVENUE ANALYSIS
	4	Demand Concepts and Analysis
	5	Demand Elasticity
	6	Demand Estimation and Forecasting
III		PRODUCTION AND COST ANALYSIS
	7	Production Function
	8	Cost Concepts and Analysis I
	9	Cost Concepts and Analysis II
	10	Estimation of Production and Cost Functions
IV		PRICING DECISIONS
	11	Market Structure and Barriers to Entry
	12	Pricing Under Pure Competition and Pure Monopoly
	13	Pricing Under Monopolistic and Oligopolistic Competition
	14	Pricing Strategies
$\overline{\mathbf{v}}$		COMPREHENSIVE CASE
		Competition in Telecommunication Service Provision

MS-10: ORGANISATIONAL DESIGN, DEVELOPMENT AND CHANGE

BLOCK	UNIT NOs.	UNIT TITLE
I		UNDERSTANDING ORGANISATIONS
	1	Approaches to Understanding Organisations
	2	Factors Affecting Organisation Structures
II		ORGANISATIONAL DESIGN
	3	Typology of Organisation Structures
	4	Some Basic Organisation Design and Restructuring Strategies
III		APPROACHES TO WORK DESIGN
	5	Organising and Analysing Work
	6	Job Design
	7	Emerging Issues of Work Organisation and Quality of Working Life
IV		ORGANISATIONAL ANALYSIS
	8	Organisational Diagnosis: Tools and Techniques
	9	Questionnaire as a Diagnostic Tool
	10	Interview as a Diagnostic Tool
	11	Workshops, Task-forces and other Methods
$\overline{\mathbf{v}}$		ORGANISATIONAL DEVELOPMENT AND CHANGE
	12	Organisational Development
	13	Alternative Interventions
	14	Process of Change
	I5	Change Agents: Roles and Competencies
	16	Institution Building

MS-11: STRATEGIC MANAGEMENT

BLOCK	UNIT NOs.	UNIT TITLE
I		INTRODUCTION TO STRATEGIC MANAGEMENT
	1	Concept of Strategy
	2	Process of Strategy
	3	Strategic Framework
II		STRATEGICANALYSIS
	4	Environmental Analysis
	5	Competitive Forces
	6	Internal Analysis
III		BUSINESS LEVEL STRATEGY
	7	Cost
	8	Differentiation and Focus
IV		CORPORATE LEVEL STRATEGY
	9	Growth Strategies-I
	10	Growth Strategies-II
	11	Strategic Alliances
	12	Turnaround
$\overline{\mathbf{v}}$		IMPLEMENTATION AND CONTROL
	13	Structural Dimensions
	14	Behavioural Dimensions
	15	Control
	16	Evaluation of Strategy

MS-21: SOCIAL PROCESSES AND BEHAVIOURAL ISSUES

BLOCK	UNIT NOs.	UNIT TITLE
I		SOCIAL PROCESSES AND ISSUES
	1	Indian Environment: The Changing Scenario
	2	Social Issues and Organizational Relevance
	3	Organisational Values and Work Ethics
II		INTRA PERSONAL PROCESSES
	4	Understanding Human Behaviour
	5	Perception
	6	Learning
	7	Motivation
	8	Human Emotions at Work
ш		INTERPERSONAL PROCESSES
	9	Interpersonal Issues, Communication and Conflict
	10	Counselling Processes
	11	Behavioural Modification
	12	Persuasion
IV		GROUP AND INTER-GROUP PROCESSES
	13	Group Formation and Group Processes
	14	Group Dynamics
	15	Leading and Building Teams
	16	Conflict Resolution
$\overline{\mathbf{v}}$		ORGANISATIONAL PROCESSES
	17	Power Dynamics
	18	Political Processes
	19	Learning Organisations
	20	Cross Cultural Issues
	21	Organisational Culture

MS-22: HUMAN RESOURCE DEVELOPMENT

BLOCK	UNIT NOs.	UNIT TITLE
I		HRD: CONCEPT AND SYSTEM
	1	The Process and System of HRD
	2	Career System
	3	Competency Mapping
	4	Performance Management System
	5	Coaching and Mentoring
	6	Development System
II		HRD SYSTEMS AND PROFESSION
	7	Reward System
	8	Self Renewal System
	9	HRD for Workers
	10	Professionalisation of HRD
	11	HRD Strategies and Experiences
III		COMPARATIVE HRD
	12	HRD in the Government and Public Systems
	13	HRD in Health Sector
	14	HRD in other sectors (Defence, Police, Voluntary Organisations and Panchayati Raj Institutions)
	15	International Experiences in HRD
IV		HRD ISSUES AND EXPERIENCES
	16	HRD Audit
	17	Multi Source Feedback System
	18	Knowledge Management
	19	Technology and HRD
	20	Diversity Management
	21	Managing Globalization

MS-23: HUMAN RESOURCE PLANNING

BLOCK	UNIT NOs.	UNIT TITLE
I		BASICS OF HUMAN RESOURCE PLANNING
	1	Introduction to HRP System – The Emerging Context
	2	Process and Functions of Human Resource Planning
	3	Methods and Techniques: Demand Management
	4	Methods and Techniques: Supply Management
	5	Contemporary Trends in Managing Demand and Supply
I		APPROACHES TO ANALYSING JOB
	6	Job Analysis
	7	Changing Nature of Roles
	8	Job Evaluation: Concepts and Methods
	9	Competency Approaches to Job Analysis
ш		KEY HR PRACTICES
	10	Recruitment
	11	Selection
	12	Dislocation and Relocation of Employees
	13	Orientation
	14	Career and Succession Planning
	15	Performance and Potential Appraisal
IV		INTELLECTUAL CAPITAL ACCOUNTING
	16	Human Resource Information System
	17	Human Resource Audit
	18	Human Resource Accounting

MS-24: EMPLOYMENT RELATIONS

BLOCK	UNIT NOs.	UNIT TITLE		
I		CONCEPTUAL FRAMEWORK OF EMPLOYMENT RELATIONS		
	1	Concept, Scope and Approaches to Industrial Relations		
	2	Evolution of Industrial Relations and Current Developments		
	3	Constitutional and Legal Framework of Industrial Relations : Conventions, ID Act, Trade Union Act		
П		TRADE UNIONISM		
	4	Trade Union Development and Functions		
	5	Trade Union Structure and Recognition		
	6	Managing Trade Unions		
	7	Managerial Unionism		
	8	Employers' Organisations		
III		COLLECTIVE BARGAINING		
	9	Nature and Content of Collective Bargaining		
	10	Negotiation Skills		
	11	Issues and Trends in Collective Bargaining		
IV		EMPLOYEE INVOLVEMENT		
	12	Evolution, Structure and Process		
	13	Design and Dynamics of Participative Forums		
	14	Strategies for Implementing Participation		
$\overline{\mathbf{v}}$		GRIEVANCE HANDLING AND DISCIPLINE		
	15	Grievance Function in Industrial Relations		
	16	Conciliation, Arbitration and Adjudication		
	17	Discipline in Industry		
VI		TRENDS IN EMPLOYMENT RELATIONS		
	18	Strategic Employee Relations : Emerging Trends		
	19	Cultural Aspects of Employment Relations		

MS-25: MANAGING CHANGE IN ORGANISATIONS

BLOCK	UNIT NOs.	UNIT TITLE
I		CONCEPT OF MANAGING CHANGE
	1	Understanding Change
	2	Types of Change
	3	Factors Critical to Change
	4	Organisational Culture ad Change — Cross Cultural Experiences
П		FORMS OF ORGANISATIONAL CHANGE
	5	Emerging Organisational Forms and Structures
	6	Mergers and Acquisitions
	7	Turn Around Management
	8	Process Based Change
	9	Group Based Approaches to Change
III		DIAGNOSIS AND INTERVENTION
	10	Organisational Diagnosis – Issues and Concepts
	11	Diagnostic Methodology - Quantitative and Qualitative
	12	Interventions in Organisational Change
	13	Evaluation of Organisational Change
IV		ROLE OF CHANGE AGENT
	14	Key Roles in Managing Change
	15	Skills for Managing Change
	16	Managing Resistance to Change
	17	Role of Leadership in Managing Change
	18	Managing Transition

MS-26: ORGANISATIONAL DYNAMICS

BLOCK	UNIT NOs.	UNIT TITLE
I		GROUP DYNAMICS
	1	Understanding Groups
	2	Phases of Group Development
	3	Group Cohesion and Alienation
	4	Conformity and Obedience
II		ROLE DYNAMICS
	5	The Concept and Systems of Roles
	6	Role Analysis
	7	Organisational Stress and Burnout
	8	Coping with Stress and Burnout
III		POWER DYNAMICS
	9	Bases of Power
	10	The Process of Empowerment
	11	Decentralisation and Delegation
	12	Transformational Leadership
IV		ORGANISATIONAL DYNAMICS
	13	Organisational Culture
	14	Social Responsibilities of Organisations
	15	Organisational Ethics and Values
	16	Process of Learning Organisations
v		INTER-ORGANISATIONAL DYNAMICS
	17	Cross Cultural Dynamics
	18	Management of Diversity
	19	Strategic Alliances and Coalition Formation

MS-27: WAGE AND SALARY ADMINISTRATION

BLOCK	UNIT NOs.	UNIT TITLE
I		COMPENSATION — CONCEPT AND CONTEXT
	1	Role of Compensation and Rewards in Organisation
	2	Economic and Behavioural Issues in Compensation
	3	Framework of Compensation Policy
II		LEGAL FRAMEWORK OF WAGE AND SALARY ADMINISTRATION
	4	Wage Concepts and Definition of Wages Under Various Labour Legislation
	5	Constitutional Perspective, International Labour Standards, and Norms for Wage Determination
	6	Law relating to Payment of Wages and Bonus
	7	Regulation of Minimum Wages and Equal Remuneration
	8	Law Relating to Retiral Benefits
Ш		COMPENSATION STRUCTURE AND DIFFERENTIALS
	9	Pay Packet Composition
	10	Institutional Mechanism for Wage Determination
	11	Job Evaluation and Internal Equity
	12	External Equity and Pay Surveys
IV		REWARD SYSTEM, INCENTIVES AND PAY RESTRUCTURING
	13	Design of Performance-linked Reward System
	14	Incentives for Blue and White Collars
	15	Bonus, Profit Sharing and Stock Options
	16	Allowances and Benefits
	17	Downsizing and Voluntary Retirement Scheme
V		EMERGING ISSUES AND TRENDS
	18	Tax Planning
	19	Comparative International Compensation
	20	Overview of Future Trends in Compensation Management

MS-28: LABOUR LAWS

BLOCK	UNIT NOs.	UNIT TITLE
I		INDUSTRIAL JURISPRUDENCE
	1	Industrial Jurisprudence: An Overview
	2	Principles of Industrial Jurisprudence
	3	Constitutional Aspects of Industrial Jurisprudence
П		LAWS ON WORKING CONDITIONS
	4	The Factories Act, 1948
	5	The Mines Act, 1952
	6	The Shops and Estabishments Law
	7	The Plantation Labour Act, 1951
	8	The Contract Labour (Regulation and Abolition Act, 1970)
	9	The Child Labour (Prohibition and Regulation Act, 1986)
III		LAWS ON INDUSTRIAL RELATIONS
	10	The Trade Union Act, 1926
	11	The Industrial Disputes Act, 1947
	12	The Industrial Employment (Standing Orders) Act, 1946
	13	Domestic Enquiry
IV		LAWS ON WAGES
	14	The Minimum Wages Act, 1948
	15	The Payment of Wages Act, 1936
	16	The Payment of Bonus Act, 1965
	17	The Equal Remuneration Act, 1976
$\overline{\mathbf{v}}$		LAWS ON SOCIAL SECURITY
	18	The Workmen's Compensation Act, 1923
	19	The Employees' State Insurance Act, 1948
	20	The Maternity Benefit Act, 1961
	21	The Employee's Provident Fund and Miscellaneous Provisions Act, 1952
	22	The Payment of Gratuity Act, 1972
VI	23	The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959
	24	The Apprentices Act, 1961
		APPENDIX A
		Recommendations of the Second National Commission on Labour, 2002
		APPENDIX B
		Selected Legal Terms
		APPENDIX C
		Glossary of Latin and French Wards

MS-29: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

BLOCK	UNIT NOs.	UNIT TITLE
I		THE ENVIRONMENT OF INTERNATIONAL HUMAN RESOURCE MANAGEMENT
	1	International HRM : An Overview
	2	The Organisational Context of International HRM
	3	Culture and Cultural Diversity
	4	Strategic Human Resource Management in International Context
II		HRM PRACTICES IN INTERNATIONAL CONTEXT
	5	Staffing for International Assignments
	6	Training and Development in International Context
	7	International Performance Management
	8	International Compensation Management
III		BEHAVIOURAL DYNAMICS OF IHRM
	9	Cross-Cultural Communication and Negotiation
	10	Leadership and Motivation in a Global Context
	11	Global Ethical Environment
IV		HRM RELATIONS, ISSUES AND CHALLENGES
	12	International Employee Relations
	13	Mergers and Acquisitions – HR Perspective
	14	IHRM Trends and Future Challenges

MS-41: WORKING CAPITAL MANAGEMENT

BLOCK	UNIT NOs.	T UNIT TITLE	
I		CONCEPTS AND DETERMINATION OF WORKING CAPITAL	
	1	Conceptual Framework	
	2	Operating Environment of Working Capital	
	3	Determination of Working Capital	
	4	Theories and Approaches	
II		MANAGEMENT OF CURRENT ASSETS	
	5	Management of Receivables	
	6	Management of Cash	
	7	Management of Marketable Securities	
	8	Management of Inventory	
III		FINANCING OF WORKING CAPITAL NEEDS	
	9	Bank Credit – Basic Principles and Practices	
	10	Bank Credit - Methods of Assessment and Appraisal	
	11	Other Sources of Short Term Finance	
IV		WORKING CAPITAL MANAGEMENT : AN INTEGRATED VIEW	
	12	Liquidity vs Profitability	
	13	Payables Management	
	14	Short-Term International Financial Transactions	
	15	Integrating Working Capital and Capital Investment Process	

MS-42: CAPITAL INVESTMENT AND FINANCING DECISIONS

BLOCK	UNIT NOs.	UNIT TITLE	AUDIO TAPE VIDEO TAPE
I		OVERVIEW OF FINANCIAL DECISIONS	
	1	Nature of Long Term Financial Decisions	
	2	Cost of Capital	
	3	Capital Structure Decisions Strategic Decisions	Optimal Level of Corporate Debt
II		INVESTMENT DECISIONS UNDER CERTAINTY	
	4	Project Designing/Planning	
	5	Project Appraisal Social Cost-benefit Analysis	Project Evaluation Perceptions
	6	Project Implementation and Control	and Practices
III		INVESTMENT DECISIONS UNDER UNCERTAINTY	
	7	Project Evaluation under Risk and Uncertainty - I	
	8	Project Evaluation under Risk and Uncertainty - II	
IV		FINANCING DECISIONS	
	9	Financing through Domestic Capital Market	
	10	Financing through Global Market	Role of Financial
	11	Financing through FIs	Services
	12	Other Modes of Financing	
V		STRATEGIC FINANCING DECISIONS	
	13	Management of Earnings	
	14	Financial Engineering	
	15	Investor Relations	
	16	Financial Restructuring	

MS-43: MANAGEMENT CONTROL SYSTEMS

BLOCK	UNIT NOs.	UNIT TITLE	AUDIO TAPE VIDEO TAPE
I		MANAGEMENT CONTROL: CONCEPTS AND CO	NTEXT
	1	Management Control Systems: An Introduction	
	2	Strategies and Management Control	
	3	Designing Management Control Systems	
П		MANAGEMENT CONTROL STRUCTURE	
	4	Responsibility Centres	Human Management
	5	Profit Centres	Problems Control
	6	Transfer Pricing	of Transfer Systems Pricing Part I & II
	7	Investment Centres	Ç
III		MANAGEMENT CONTROL PROCESS	
	8	Budgeting and Reporting	Performance Organisational
	9	Performance Measurement	Budgeting in View of Banks Budgeting-I & II
	10	Reward and Compensation	
	11	New Development/Techniques of Management and Management Control	
IV		MANAGEMENT CONTROL IN SOME SPECIAL OF	RGANISATIONS
	12	Service Organisations	
	13	Multinational and Export Organisations	
	14	Management Control of Projects	
	15	Other Organisations	
V		CASE STUDIES	
	1	Brooke Bond (India) Ltd. (A)	
	2	Dakshin Rasayan Nigam Ltd.	
	3	Bengal Steel Ltd.	
	4	Sun Cellular Ltd.	
	5	Thana District Co-operative Fisheries Project (B)	
	6	Christian Medical College and Hospital, Vellore	

MS-44: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

BLOCK	UNIT NOs.	UNIT TITLE	AUDIOTAPE VIDEOTAPE
I		AN OVERVIEW	
	1	Nature and Scope of Investment Decisions	
	2	Components of Investment Risk	
	3	Valuation of Securities	
п		SECURITIES MARKET IN INDIA	
	4	Organisation and Functioning	Credit Rating
	5	Regulation	Services A Case study of ICRA
Ш		ANALYSIS FOR EQUITY INVESTMENT	
	6	Economy and Industry Analysis	
	7	Company Level Analysis	
	8	Technical Analysis	
	9	Efficient Market Hypothesis	
		Case: Tata Tea Ltd.	
IV		PORTFOLIO THEORY	
	10	Portfolio Analysis	T., 1111
	11	Portfolio Selection	Individual Portfolio
	12	Capital Market Theory	Management
	13	Portfolio Revision	
$\overline{\mathbf{v}}$		INSTITUTIONAL AND MANAGED PORTFOLIO	
	14	Performance Evaluation of Managed Portfolios	
	15	Investment Companies	
	16	Mutual Funds	

MS-45: INTERNATIONAL FINANCIAL MANAGEMENT

BLOCK	UNIT NOs.	UNIT TITLE
I		INTERNATIONAL FINANCIAL ENVIRONMENT
	1	International Financial Management: An Introduction
	2	International Economics
	3	International Monetary System
	4	International Flow of Fund
II		FOREIGN EXCHANGE MARKET AND RISK MANAGEMENT
	5	Foreign Exchange Market
	6	Parity Condition in International Finance and Currency Forecasting
	7	Currency Futures, Options and Swaps
	8	Management of Accounting and Economic Exposures
	9	Foreign Exchange Regulation and Taxation Issues
Ш		INTERNATIONAL FINANCING DECISIONS
	10	Raising Funds from International Markets
	11	Financing Foreign Trade
	12	Cost of Capital
IV		INTERNATIONAL INVESTMENT DECISIONS AND WORKING CAPITAL MANAGEMENT
	13	Capital Budgeting for MNCs
	14	Working Capital Management for MNCs
	15	Foreign Direct Investment
	16	International Portfolio Investment

MS-46: MANAGEMENT OF FINANCIAL SERVICES

BLOCK	UNIT NOs.	UNIT TITLE
I		FINANCIAL SYSTEM MARKETS & SERVICES
	1	Financial System
	2	Financial Markets & Institutions
	3	Financial Services : An Introduction
	4	Management of Risk in Financial Services
	5	Regulatory Framework
п		FINANCIAL MARKET: OPERATIONS AND SERVICES
	6	Stock Exchange: Functions and Organizations
	7	Broking and Trading in Equity
	8	Broking and Trading in Debt
	9	Depositories
III		FEE BASED SERVICES
	10	Issue Management
	11	Corporate Advisory Services
	12	Credit Rating
	13	Mutual Funds
	14	Debt Securitisation
IV		FUND BASED SERVICES
	15	Leasing and Hire Purchase
	16	Housing Finance
	17	Credit Cards
	18	Venture Capital
	19	Factoring, Forfeiting and Bill Discouting
v		INSURANCE SERVICES
	20	Life Products
	21	Non-Life Products
	22	Broking Services

MS-51: OPERATIONS RESEARCH

BLOCK	UNIT NOs.	UNIT TITLE
I		INTRODUCTION TO OPERATION RESEARCH
	1	Operation Research: An Overview
	2	Review of Probability and Statistics
П		PROGRAMMING TECHNIQUES—LINEAR PROGRAMMING AND APPLICATIONS
	3	Linear Programming- Graphical Method
	4	Linear Programming-Simplex Method
	5	Transportation Problem
	6	Assignment Problem
III		PROGRAMMING TECHNIQUES — FURTHER APPLICATIONS
	7	Goal Programming
	8	Integer Programming
	9	Dynamic Programming
	10	Non-Linear Programming
IV		INVENTORY AND WAITING LINE MODELS
	11	Inventory Control – Deterministic Models
	12	Inventory Control-Probabilistic Models
	13	Queueing Models
$\overline{\mathbf{v}}$		GAME THEORY AND SIMULATION
	14	Corporative Situations: Game Theory
	15	Simulation
VI		CASE STUDIES

MS-52: PROJECT MANAGEMENT

BLOCK	UNIT NOs.	UNIT TITLE
I		PROJECT FORMATION AND APPRAISAL
	1	Project Management: An Overview
	2	Feasibility & Technical Analysis
	3	Market and Demand Analysis
	4	Economic and Financial Analysis
	5	Formulation of Detailed Project Reports
II		PROJECT PLANNING AND SCHEDULING
	6	Planning Time Scales — Network Analysis
	7	Material and Equipment
	8	Human Resource
	9	Project Costing and Financing
	10	Project Organisation
III		IMPLEMENTATION AND CONTROL
	11	Project Management Information System
	12	Material and Equipment
	13	Human Resource
	14	Financial Aspects
IV		PROJECT COMPLETION AND EVALUATION
	15	Integrated Project Management Control System
	16	Managing Transition from Project to Operations
	17	Project Review

MS-53: PRODUCTION/OPERATIONS MANAGEMENT

BLOCK	UNIT NOs.	UNIT TITLE
I		ISSUES IN PRODUCTION/OPERATIONS MANAGEMENT
	1	Production/Operations Management: An Overview
	2	Production System: Issues & Environment
	3	Total Quality Management (TQM)
II		FORECASTING
	4	Need & Importance of Forecasting
	5	Qualitative Methods of Forecasting
	6	Quantitative Methods of Forecasting
III		PRODUCTION SYSTEM DESIGN
	7	Capacity Planning
	8	Facilities Planning
	9	Work System Design
	10	Managing Information for Production System
IV		PRODUCTION PLANNING & SCHEDULING
	11	Aggregate Production Planning
	12	Just-In-Time (JIT)
	13	Scheduling & Sequencing
$\overline{\mathbf{v}}$		MATERIALS PLANNING
	14	Issues in Materials Management
	15	Independent Demand System
	16	Dependent Demand System
VI		EMERGING ISSUES IN PLANNING/OPERATIONS MANAGEMENT
	17	Total Productive Maintenance
	18	Advanced Manufacturing System
	19	Computers in Planning/Operations Management

MS-54: MANAGEMENT INFORMATION SYSTEM

BLOCK	UNIT NOs.	UNIT TITLE
I		INFORMATION FOR DECISION MAKING
	1	Decision Making
	2	Conceptual Foundations of Information Systems
	3	Information Resources Management
П		SYSTEM DEVELOPMENT
	4	Overview of Systems Analysis & Design
	5	System Development Life Cycle
	6	Designing On Line & Distributed Environments-Design Consideration
	7	Implementation and Control of Projects
III		COMPUTER NETWORKS & DATA COMMUNICATIONS
	8	Trends in Information Technology-Hardware, Software
	9	Data Communication Concepts
	10	Computer Networks
IV		MANAGING CORPORATE DATA RESOURCES
	11	Organising Data
	12	Relational Data Base Management Systems
	13	Query Languages Including DSS
	14	Applications and Illustrations
$\overline{\mathbf{v}}$		SOCIO-LEGALASPECTS OF COMPUTERISATION
	15	Social Dimensions of Computerisation
	16	Computer Viruses
	17	Legal Dimensions of Computerisation
VI		CASE STUDIES
	1	A Case Study on Computer Applications
	2	Aspects of Information Technology and Policy Making and the Caribbean Community
	3	Computerisation at IFFCO

MS-55: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

BLOCK	UNIT NOs.	UNIT TITLE
I		LOGISTICS AND SCM: AN OVERVIEW
	1	Logistics and SCM - An Introduction
	2	Principles of SCM
	3	Customer Focus in SCM
II		DESIGN AND MANAGEMENT OF SCM
	4	Logistics - Inbound and outbound
	5	Models of SCM Integration
	6	Strategic Supply Chain Management
	7	Organising for Global Markets
III		IT ENABLED SCM
	8	Information Technology: A Key Enabler of SCM
	9	Intelligence Information System
	10	IT Packages in SCM
IV		COST AND PERFORMANCE MEASUREMENT IN SCM
	11	Cost Analysis and Measurement
	12	Best Practices and Benchmarking for SCM
	13	Performance Measurement and Evaluation of SCM
v		DISTRIBUTION NETWORK PLANNING
	14	Transportation Mix
	15	Locational Strategy
	16	Logistics and SCM Environment
VI		EMERGING TRENDS
	17	Future Trends and Issues
	18	Design for SCM and Greening the Supply Chain
	19	SCM in Service Organisation/Non-Manufacturing Sector

MS-56: MATERIALS MANAGEMENT

BLOCK	UNIT NOs.	UNIT TITLE
I		MATERIAL MANAGEMENT : AN OVERVIEW
	1	Materials Flow Systems
	2	Strategic Role of Materials Management
	3	Linkage with other Functional Areas of Management
П		SOURCING OF MATERIALS
	4	Issues and Overview
	5	Domestic vs International Purchase
	6	Vendor Network
	7	Buyers-Sellers Relationship
III		MATERIALS PLANNING AND CONTROL
	8	Materials Planning and Budgeting
	9	Pull vs Push System
IV		INVENTORY POLICIES AND SYSTEMS
	10	Inventory Systems and Modelling
	11	Process Inventory
	12	Spare Parts Management
	13	Stores Accounting
$\overline{\mathbf{v}}$		WAREHOUSING
	14	Codification and Standardisation of the Materials
	15	Location and Structure of Warehouse
	16	Incoming Material Receipts
	17	Retrieval and Transaction Processing System
	18	Security and Loss Prevention
VI		ORGANIZATION AND APPRAISAL OF MATERIALS MANAGEMENT
	19	Materials Management and its Organisation
	20	Materials Information System
	21	Control of Material Management and Performance Appraisal

MS-57: MAINTENANCE MANAGEMENT

BLOCK	UNIT NOs.	UNIT TITLE
I		MAINTENANCE OVERVIEW AND MANAGEMENT SYSTEM
	1	Maintenance Management and Terotechnology: An Overview
	2	Maintenance Objectives and Strategies
	3	Preparation of Maintenance Planning and Scheduling
	4	Planned Maintenance Management System and Control
П		MAINTENANCE RESOSURCE MANAGEMENT AND COSTING
	5	Maintenance Organisation
	6	Maintenance Costing and Budgeting
	7	Spare Parts Inventory Management
	8	IT enabled Maintenance Management
III		KEY ISSUES IN MAINTENANCE MANAGEMENT
	9	Reliability, Availability and Maintainability Concepts
	10	Safety and Environmental Aspects in Maintenance Management
	11	Human Resource Development in Maintenance Management
	12	TQM and Maintenance Management
IV		ANALYTICAL METHODS IN MAINTENANCE MANAGEMENT
	13	Failure Statistics, Data Analysis and Methods of Qualitative Analysis
	14	Economics of Repair and Replacement of Equipment
	15	Planning and Scheduling of Plant and Overhauling Shutdown
V		TRENDS IN MAINTENANCE MANAGEMENT
	16	Condition Based Maintenance (CBM)
	17	Reliability Centered Maintenance (RCM)
	18	Total Productive Maintenance (TPM)
	19	Maintenance Audit

MS-58: MANAGEMENT OF R&D AND INNOVATION

BLOCK	UNIT NOs.	UNIT TITLE
I		TECHNOLOGICAL INNOVATIONS AND CREATIVITY
	1	Nature, Process and Importance of Technological Innovation
	2	R&D and Economic Development
	3	Product Design, Marketing and Consumer
	4	Innovation and Creativity
П		STRATEGIC CONSIDERATIONS
	5	R&D as a Corporate Function
	6	R&D Resources
	7	Partnerships in Innovation
III		ORGANISATION FOR R&DAND INNOVATION
	8	HRM Issues in Innovation and R&D
	9	Leadership and R&D Management
	10	Organisation Design and Structure for R&D
	11	R&D Project Management
	12	Measurement, Evaluation and Assessment of R&D
IV		MICRO CONSIDERATIONS
	13	National R&D Infrastructure and Institutional Framework
	14	Fiscal and other Incentives and Promotional/Support Measures
	15	Industry, Institutions and Government Cooperation
$\overline{\mathbf{v}}$		OTHER IMPORTANT ISSUES IN R & D MANAGEMENT
	16	Commercialisation of R&D
	17	Management of Intellectual Property Rights
	18	Financing of R&D Projects
	19	Role of Consultants in R&D

MS-61: CONSUMER BEHAVIOUR

BLOCK	UNIT NOs.	UNIT TITLE	AUDIO TAPI	E VIDEO TAPE		
I		CONSUMER BEHAVIOUR—ISSUES AND CONCEPTS				
	1	Consumer Behaviour – Nature, Scope and Application		Consumer Behaviour		
	2	Consumer Behaviour and Life-style Marketing	An Introduction to Course MS-61	Life Style Marketing		
	3	Organisational Buying Behaviour				
П		INDIVIDUAL INFLUENCES ON BUYING BEHAVIOUR				
	4	Perceptions		Perceptual		
	5	Consumer Motivation and Involvement		applications in advertising		
	6	Attitude and Attitude Change		uavertising		
	7	Learning and Memory				
	8	Personality and Self-concept				
III		GROUP INFLUENCES ON CONSUMER BEHA	VIOUR			
	9	Reference Group Influence & Group Dynamics				
	10	Family Buying Influences, Family Life-cycle and	Buying Roles			
	11	Cultural and Sub-cultural influences				
IV		THE BUYING PROCESS				
	12	Problem Recognition & Information Search Behaviour				
	13	Information Processing				
	14	Alternative Evaluation				
	15	Purchase Process & Post-purchase Behaviour				
$\overline{\mathbf{v}}$		MODELLING BUYER BEHAVIOUR				
	16	Early Models				
	17	Howard Sheth Model				
	18	Recent Developments in Modelling Buyer Behav	riour			

Appendix 8...

MS-62: SALES MANAGEMENT

BLOCK	UNIT NOs.	UNIT TITLE	AUDIO TAPE VIDEO TAPE
I		SALES MANAGEMENT FUNCTIONS	
	1	Introduction to Sales Management	
	2	Personal Selling	Personal Selling
	3	Sales Process	
	4	Computer Applications in Sales Management	
II		SELLING SKILLS	
	5	Communication Skills	
	6	Sales Presentation	
	7	Negotiation Skills	
	8	Retail Communication : Sales Displays	Sales Displays
III		SALES FORCE MANAGEMENT	
	9	Job Analysis, Recruitment and Selection	
	10	Training the Sales Force	
	11	Compensation and Motivation of Sales Force	
	12	Monitoring and Performance Evaluation	
IV		PLANNING AND CONTROL OF THE SALES EFFO	RT
	13	Sales Planning	
	14	Sales Organisation	
	15	Sales Forecasting and Sales Quotas	
	16	Sales Budgeting and Control	
v		CASE STUDIES	

Appendix 8...

MS-63: PRODUCT MANAGEMENT

BLOCK	UNIT NOs.	UNIT TITLE	AUDIO TAPE VIDEO TAPE
I		PRODUCT MANAGEMENT — INTRODUCTION	
	1	The Product Management – Basic Concepts	Intoduction to
	2	The Product Management Process	MS-63
	3	The Product Planning System	
II		MANAGING PRODUCTS - 1	
	4	Product Line Decisions	
	5	Product Life Cycle	
	6	Product Portfolio	
	7	Product Pricing	
III		BRANDING AND PACKAGING DECISIONS	
	8	Branding Decisions	Packaging as a
	9	Positioning Decisions	tool of market cultivation
	10	Brand Equity	Cultivation
	11	Packaging Decisions	
IV		NEW PRODUCT DEVELOPMENT	
	12	Organising for New Product Development	
	13	Generation, Screening and Development of New Product Ideas	
	14	Economic Analysis	
V		IMPLEMENTING NEW PRODUCT DECISION	
	15	Concept Development and Testing	New Product
	16	Physical Development of the Product	Launch
	17	Pretest Marketing and Test Marketing	
	18	Product Launch	

MS-64: INTERNATIONAL MARKETING

BLOCK	UNIT NOs.	UNIT TITLE	AUDIO TAPE VII	DEO TAPE
I		INTERNATIONAL MARKETING: AN INTRODUCTION	An Introduction to MS-64	Institutional Infrastructure
	1.	Scope and Size of International Markets		to Export Promotion
	2	Conceptual Framework		Tiomonon
	3	Institutional Framework		
II		ENVIRONMENT OF INTERNATIONAL BUSINESS		
	4	Cultural Environment	Global Marketing	
	5	Political and Legal Environment	Environment	
	6	Economic Environment		
III		POLICY FRAMEWORK AND PROCEDURAL ASPEC	ΓS	
	7	India's Export-Import Policy		
	8	Export-Import Documentation		
IV		INTERNATIONAL MARKETING MIX		
	9	International Product Policy and Planning		
	10	International Advertising		
	11	International Pricing Policy		
	12	International Distribution and Sales Policy		
v		INTERNATIONAL MARKETING PLANNING		
	13	International Market Selection		
	14	International Marketing Research		
	15	International Marketing Planning and Control		

MS-65: MARKETING OF SERVICES

BLOCK	UNIT NOs.	UNIT TITLE	AUDIO TAPE	VIDEO TAPE
I		SERVICES MARKETING: AN INTRODUCTION		
	1	Services Marketing – Conceptual Framework		
	2	Role of Services in Economy		
	3	International Trade in Services, The WTO and India		
	4	Consumer Behaviour for Services		
П		SERVICES MARKETING MIX		
	5	Product and Price		
	6	Place and Promotion		
	7	Extended Marketing Mix		
Ш		STRATEGIC ISSUES		
	8	Service Quality		Destination India
	9	Managing Capacity/Demand		
	10	Retaining Customers		
IV		SECTORAL APPLICATIONS - I		
	11	Financial Services	Issues in	Destination India
	12	Hospitality and Tourism Services	Social Marketing	
	13	Health Services	Marketing of	
	14	Case Study on Financial Services Marketing	Health Services	
\mathbf{V}		SECTORAL APPLICATIONS - II		
	15	Educational Services		
	16	Professional Services		
	17	Telecommunication Services		
	18	Product Support Services		
	19	Case Studies		

MS-66: MARKETING RESEARCH

BLOCK	UNIT NOs.	UNIT TITLE	AUDIO TAPE VIDEO TAPE
I		M R CONCEPTS AND DESIGN	
	1	M R Meaning and Importance, Research Process	
	2	Organisation of Marketing Research in India	
	3	Research Design	
II		DATA COLLECTION	
	4	Data Collection	Marketing Research:
	5	Sampling	Techniques
	6	Questionnaire Design and Development	and Developments
	7	Attitude Measurement and Scaling	
Ш		DATA PROCESSING AND ANALYSIS	
	8	Qualitative Research - Meaning, Scope and Methodolog	gies
	9	Data Processing - Coding, Tabulation Data Presentation	
	10	Description and inference from Sample Data	
	11	Analysis of Association	
IV.		MULTIVARIATE ANALYSIS	
	12	Regression Analysis, Discriminant Analysis and Factor A	Analysis
	13	Conjoint Analysis	
	14	Cluster Analysis and Multi-dimensional Scaling	
	15	Applications of Marketing Research in India — Some C	ase Studies

MS-68: MANAGEMENT OF MARKETING COMMUNICATION AND ADVERTISING

BLOCK	UNIT NOs.	UNIT TITLE
I		MARKETING COMMUNICATION AND ADVERTISING —BASIC CONCEPTS
	1	Marketing Communication in Marketing
	2	Communication-Key Concepts
	3	Indian Media Scene
II		ADVERTISING CAMPAIGN PLANNING AND EXECUTION
	4	Planning Communication Strategy
	5	Advertising Campaign Planning: Strategic Consideration, Creative Consideration
	6	Advertising Creativity: Campaign Planning and Execution
	7	Advertising Research: Role and Trends
	8	Measuring Ad Effectiveness: Definitions and Techniques
Ш		MEDIA PLANNING CONCEPTS
	9	Media Concepts, Characteristics and Issues in Media Planning
	10	Media Selection, Planning and Scheduling
	11	Internet as an Emerging Advertising Media
IV		MARKETING COMMUNICATION FORM
	12	Managing Sales Promotion
	13	Direct Marketing
	14	Publicity and Public Relation
	15	Social Marketing Communication
v		STRATEGIES FOR ADVERTISING AGENCIES
	16	Function and Structure of Ad Agencies
	17	Managing Client Agency Relationship
	18	Strategies for Account Management
	19	Legal and Ethical Issues in Advertising
VI		CASE STUDIES

MS-611: RURAL MARKETING

BLOCK	UNIT NOs.	UNIT TITLE
I		RURAL MARKETS: AN OVERVIEW
	1	Rural Markets in India
	2	Understanding Rural Environment
II		UNDERSTANDING THE RURAL CONSUMER
	3	Differential Aspects of Buying Behaviour, Major influences on rural, Buying Behaviour
	4	Trends in Consumer Behaviour
	5	Rural Marketing Research
Ш		PRODUCT AND PRICING DECISIONS FOR THE RURAL MARKETS
	6	Product Development, Adoption Process and Modification Decision
	7	Pricing Decision
IV		MANAGING THE PROMOTION
	8	Understanding Rural Media and Current Opportunities
	9	Message Design & Development for Rural Market
	10	Rural Promotion Effort
v		ACCESSING RURAL MARKETS
	11	Physical Infrastructure and Dynamics of Distribution Process
	12	Participants in the Rural Distribution Process Behavioural Dimensions
	13	Physical Distribution Processes
VI		UNDERSTANDING RURAL MARKETING PROCESS – CASE STUDIES

MS-612: RETAIL MANAGEMENT

BLOCK	UNIT NOs.	UNIT TITLE
I		AN OVERVIEW OF RETAILING ENVIRONMENT
	1	Introduction to Retailing
	2	Evolution of Retail Environment
	3	Formats of Retailing Environment
II		RETAIL PLANNING AND DEVELOPMENT
	4	Understanding the Retail Customer
	5	Marketing Research for Retailing
	6	Strategic Retail Planning Process
	7	Locational Decisions
	8	Growth Strategies
III		RETAIL MIX
	9	Product Merchandise
	10	Pricing
	11	Promotions and Communication Mix
	12	Atmospherics
IV		RETAIL OPERATIONS
	13	Sourcing
	14	Financial Management Issues in Retailing
	15	Organisation Structure and Management of Human Resources
	16	CRM
	17	Monitoring and Controlling Retail Operations
$\overline{\mathbf{v}}$		ISSUES IMPACTING RETAIL BUSINESS IN INDIA
	18	Legal and Security Issues in Retail
	19	Ethical Dimensions
	20	Technology in Retailing
	21	Non-Store Retailing

MS-91: ADVANCED STRATEGIC MANAGEMENT

BLOCK	UNIT NOs.	UNIT TITLE
I		ISSUES IN CORPORATE MANAGEMENT
	1	Corporate Management : An Overview
	2	Introduction to Corporate Strategy
	3	Corporate Policy
II		CORPORATE GOVERNANCE
	4	Historical Perspective
	5	Top Management and Corporate Governance
	6	Code and Laws for Corporate Governance
III		COMPETITIVE SCENARIOS AND STRATEGY
	7	Strategies for Dynamic and Stable Markets
	8	Strategies for Domestic and Global Markets
	9	Market Structures and Network Externalities
IV		STRATEGIC ENABLERS
	10	IT and Strategy
	11	Technology and R&D
	12	Knowledge Management
	13	Innovation
$\overline{\mathbf{v}}$		CORPORATE SOCIAL RESPONSIBILITY
	14	Strategy and Social Responsibility
	15	Ethics and Values
	16	Social Audit
	17	Philanthropy as a Strategic Choice

MS-92: MANAGEMENT OF PUBLIC ENTERPRISES

BLOCK	UNIT NOs.	UNIT TITLE
I		PUBLIC ENTERPRISE : AN OVERVIEW
	1	Public Enterprise: Concept and Policy
	2	Public Enterprise Scenario – National and International
	3	Nature and Scope of Public Enterprise
	4	Forms of Public Enterprises
II		PUBLIC ENTERPRISE: ACCOUNTABILITY AND GOVERNANCE
	5	Concept and Policy of Accountability and Autonomy
	6	Government-Public enterprise – Interface
	7	Accountability of Legislature
	8	Relationship with other Agencies
	9	Corporate Governance and Corporate Social Responsibility
III		PUBLIC ENTERPRISE - PERFORMANCE AND EVALUATION
	10	Appraisal of Public Enterprise Performance I
	11	Appraisal of Public Enterprise Performance II
	12	Sickness and Public Enterprises and Turnaround Strategy
	13	Dimensions and Methods of Evaluating Public Enterprise Performance
IV		ORGANISATION AND MANAGEMENT
	14	Board of Directors – Constitution and Functioning
	15	Personnel Management Issues in Public Enterprises
	16	Project Management
	17	Management of Finance, Marketing and Production, Issues
$\overline{\mathbf{v}}$		PRIVATISATION AND DISINVESTMENT
	18	Concept, Policy and Dimensions
	19	Privatisation: International Experience
	20	Disinvestment : Experience and Strategies
	21	Implications and Disinvestment
VI		CASE STUDIES

MS-93: MANAGEMENT OF NEW AND SMALL SCALE ENTERPRISES

BLOCK	UNIT NOs.	UNIT TITLE	AUDIO TA	PE VIDEO TAPE
I		ENTREPRENEURAND ENTREPRENEURSHIP		
	1	Entrepreneurship: Small Scale Enterprises (SSE)	Introduction to MS-93	Policy and Institutional
	2	Entrepreneurial Competencies		Infrastructure for Small
	3	Institutional Interface		Enterprises Entrepreneurial Competencies
II		ESTABLISHING SMALL SCALE ENTERPRISES		
	4	Opportunities Scanning—Choice of Enterprise		
	5	Market Assessment for SSE		
	6	Choice of Technology and Selection of Site		
III		SMALL SCALE ENTERPRISES — GETTING OR	GANISED	
	7	Financing the New/Small Enterprise		
	8	Preparation of the Business Plan		
	9	Ownership Structure and Organisation Framework		
IV		OPERATING THE SMALL SCALE ENTERPRISE	E	
	10	Financial Management Issues in SSE		
	11	Operations Management Issues in SSE		
	12	Marketing Management Issues in SSE		
	13	Organisational Relations in SSE		
v		PERFORMANCE APPRAISAL AND GROWTH ST	FRATEGIES	
	14	Management Performance Assessment and Control	Lessons from	Growth and Stabilisation
	15	Strategies for Stabilisation and Growth	Successful Entrepreneurs	Strategies of Small Enterprises
	16	Managing Family Enterprises		1

MS-94: TECHNOLOGY MANAGEMENT

BLOCK	UNIT NOs.	UNIT TITLE	AUDIO TAP	E VIDEO TAPE
I		TECHNOLOGY: ISSUES AND IMPLICATIONS		
	1	Concepts and Definitions		
	2	Aspects and Issues		
	3	Implications of Technological Change		
II		TECHNOLOGY DEVELOPMENT AND ACQUISITION		
	4	Forecasting	Technology 7	Γransfer
	5	Generation and Development		
	6	Transfer		
ш		TECHNOLOGY ABSORPTION AND DIFFUSION		
	7	Absorption		
	8	Assessment and Evaluation		
	9	Diffusion		
IV		TECHNOLOGY ENVIRONMENT		
	10	Science & Technology in India	Technology	Intellectual
	11 12	Policies Linkages	policy in India I & II	Property Rights-I &1I
V		TECHNOLOGY SUPPORT SYSTEMS		
	13	Financing		
	14	Information Systems		
	15	Organising at Enterprise Level		
VI		CASE STUDIES		

MS-95: RESEARCH METHODOLOGY FOR MANAGEMENT DECISIONS

BLOCK	UNIT NOs.	UNIT TITLE
I		INTRODUCTION TO RESEARCH METHODOLOGY
	1	Importance of Research in Decision Making
	2	Defining Research Problem and Formulation of Hypothesis
	3	Experimental Designs
II		DATA COLLECTION AND MEASUREMENT
	4	Methods and Techniques of Data
		Collection
	5	Sampling and Sampling Designs
	6	Attitude Measurement and Scales
Ш		DATA PRESENTATION AND ANALYSIS
	7	Data Processing
	8	Statistical Analysis and Interpretation of Data — Non-Parametric Tests
	9	Multivariate Analysis of Data
	10	Model Building and Decision Making
IV		REPORT WRITING AND PRESENTATION
	11	Substance of Reports
	12	Report Writing and Presentation
	13	Presentation of a Report

MS-96: TOTAL QUALITY MANAGEMENT

BLOCK	UNIT NOs.	UNIT TITLE
I		PHILOSOPHY AND BASIC CONCEPTS
	1	Introduction: Basic Concepts and Approach
	2	Quality Management: Leading thinkers
	3	Building Blocks of TQM
II		STRATEGIC CONSIDERATIONS
	4	TQM and Business Strategy
	5	Quality Centred Strategic Planning
	6	Economics of Quality
III		TOOLS AND TECHNIQUES
	7	Statistical Quality Control
	8	Other Concepts, Tools and Techniques - I
	9	Other Concepts, Tools and Techniques - II
IV		ORGANISATION AND LEADERSHIP
	10	Organisation for Quality
	11	Quality Culture and Leadership
	12	Motivation and Commitment
$\overline{\mathbf{v}}$		MANAGEMENT SYSTEMS FOR TQM
	13	ISO 9000 Quality Management Systems
	14	Environmental Management Systems (EMS)
	15	Management Systems for Safety and Health
VI		QUALITY APPRAISAL AND AUDITING SYSTEMS
	16	Auditing and Certification
	17	Awards and Certification

MS-97: INTERNATIONAL BUSINESS

BLOCK	UNIT NOs.	UNIT TITLE
I		INTERNATIONAL BUSINESS: ROLE AND PROCESSES
	1	Introduction
	2	International Business (Trade) Theories
	3	International Investment Process and Finance
II		STRATEGIC MANAGEMENT OF INTERNATIONAL BUSINESS
	4	Structural Design of MNEs
	5	Strategic Planning in MNEs
	6	Strategic Considerations
III		CONTROL AND EVALUATION
	7	Control and Information in International Business
	8	Performance Measurement and Evaluation
	9	Multinational Corporate Culture and Host Countries
IV		MANAGEMENT PROCESSES AND PRACTICES
	10	Human Resource Management in MNEs
	11	Production Management and Logistics
	12	Negotiations in International Business
v		MULTILATERAL ARRANGEMENTS
	13	International Business and Developing Countries
	14	Regional Trade Groupings and Cooperation
	15	International Intervention and International Business
	16	Multilateral Negotiations

MFP-1: EQUITY MARKETS

BLOCK	UNIT NOs.	UNIT TITLE
I		INTRODUCTION TO FINANCIAL MARKETS
	1	Evolution and Significance of Financial Markets
	2	Concepts and Cases
	3	Types of Markets
	4	Market Institutions and Intermediaries
II		PRIMARY MARKETS
	5	Sources and Methods of Raising Capital
	6	Pre-Issuance Activities
	7	Issuance and Post Issuance Activities
	8	Regulatory Framework
III		SECONDARY MARKETS
	9	Trading
	10	Securities Settlement and Payment Systems
	11	Market Surveillance and Risk Management
	12	Dematerialization and Depositories
	13	Investor Grievances and Dispute Resolution
IV		VALUATION
	14	Financial Statements and Analysis
	15	Time Value of Money
	16	Valuation Models
	17	Fundamental Analysis
	18	Technical Analysis
v		SPECIAL ISSUES
	19	Investment Styles and Trading Strategies
	20	Portfolio Management
	21	Corporate Actions

MFP-2: EQUITY DERIVATIVES

BLOCK	UNIT NOs.	UNIT TITLE
I		INTRODUCTION TO DERIVATIVES
	1	Evolution and Significance of Derivative Markets
	2	Basic Derivative Products
	3	Spot and Derivative Markets
	4	Policy and Regulation
II		EQUITY FUTURES & OPTION BASICS
	5	Index and Stock Futures
	6	Index and Stock Options
	7	Trading Strategies with Futures
	8	Factors Affecting Future Prices
III		EQUITY OPTIONS
	9	Option Framework
	10	Option Pricing
	11	Trading Strategies Using Options
IV		TRADING, RISK MANAGEMENT AND SUPPORT SYSTEMS
	12	Market Indicators, Challenges in Serivative Trading and Option Greeks
	13	Managing and Value at Risk
	14	Clearing and Settlement
	15	Accounting and Taxation

MFP-3: COMMODITY MARKETS

BLOCK	UNIT NOs.	UNIT TITLE
I		INTRODUCTION TO COMMODITY MARKETS
	1	Evolution and Significance of Commodity Markets
	2	Introduction to Community Derivative
	3	International Commodity Markets
	4	Regulatory Framework
П		EXCHANGE MARKET OPERATIONS
	5	Exchange Risk Management
	6	Clearing and Settlement Systems
	7	Technology in Derivaties Trading
III		FUNDAMENTAL ANALYSIS OF COMMODITIES
	8	Bullion
	9	Base Metals
	10	Energy
	11	Major Agricultural Commodities
	12	Exotics
	13	Technical Analysis
IV		COMMODITY DERIVATIVES
	14	Commodity Futures
	15	Risk Management using Commodity Futures
	16	Options on Commodity Futures
	17	Investing in Commodities
	18	Case Studies in Commodity Price Risk Management

MFP-4: CURRENCY AND DEBT MARKETS

BLOCK	UNIT NOs.	UNIT TITLE
I		INTRODUCTION TO CURRENCY MARKETS
	1	Evolution and Significance of Currency Markets
	2	Structure of Currency Markets in India
	3	Currency Quotation Conventions: Exchange Arithmatic
	4	Economic Variables Impacting Exchange Rates
П		CURRENCY DERIVATIVES AND RISK MANAGEMENT
	5	OTC and Exchange Traded Products
	6	Forward Contracts
	7	Currency Futures Trading
	8	Currency Options
Ш		INTRODUCTION TO DEBT MARKETS
	9	Debt Markets in India
	10	Money Markets in India
	11	Debt Products
	12	Primary and Secondary Markets for Debt Instruments
IV		BOND MATHEMATICS AND DERIVATIVES
	13	Bond Valuation and Conventions
	14	Interest Rate Risk Management
	15	Interest Rate Futures
	16	Interest Rate Derivatives

MFP-5: PROFESSIONALS IN FINANCIAL MARKETS PRACTICE

BLOCK	UNIT NOs.	UNIT TITLE
I		INTERMEDIARIES IN FINANCIAL MARKETS
	1	Brokerage Houses
	2	Trading Infrastructure in Markets
	3	Depositories and Depository Participants
	4	Custodian and Clearing Houses
	5	Registrars and Transfer Agents
II		INVESTMENT AND MERCHANT BANKING
	6	Preparing Prospectus
	7	Due Diligence and Road Shows
	8	Issue Process and Post Issue Compliances
	9	Venture Capital and Private Equity
	10	Mergers and Takeovers
III		MARKETING AND DISTRIBUTION OF FINANCIAL PRODUCTS
	11	Products, Consumers and Pricing
	12	Distribution and Sales Promotion Processes
	13	Sector Specific Strategies
	14	Cases from Banking, Insurance and Mutual Funds
IV		REGULATION AND COMPLIANCES
	15	Regulation and Compliances: An Introduction
	16	Compliances for Market Intermediaries
	17	Compliances for Specific Purposes and Mechanisms
	18	Compliances for Specific Processes
v		RESEARCHANDANALYSIS
	19	Organising a Research Firm
	20	Research in Financial Markets
	21	Case Studies in Market Research
	22	Portfolio Management Services
VI		SELF EMPLOYMENT OPPORTUNITIES IN MARKETS
	23	Sub Broker, Remisiers and Authorised Persons
	24	Financial Planning
	25	Financial Advisory
	26	Other Employment Opportunities