

# Syllabus

## Components of Management Programme

- **MS-1 : Management Functions And Behaviour**
  - **Role of Managers**
    - Task of a Professional Manager
    - Responsibilities of a Professional Manager
    - Management Systems and Processes
    - Managerial Skills
  - **Decision Making**
    - Organisational Context of Decisions
    - Decision Making Models Problem Solving
    - Decision Making-Techniques and Processes
    - Management by Objectives
  - **Organisational Climate And Change**
    - Organisational Structure and Managerial Ethos
    - Management of Organisational Conflicts
    - Managing Change
  - **Organisational Structure And Processes**
    - Organisational Structure and Design
    - Managerial Communication Communication
    - Planning Process
    - Controlling
    - Delegation and Interdepartment Coordination
  - **Behavioural Dynamics**
    - Analysing Interpersonal Relations Leadership
    - Leadership Styles and Influence Process
    - Group Dynamics
    - Professional Management
    - Task and Responsibilities Part I & II
    - Process Styles
- **MS-2 : Management of Human Resources**
  - **Human Resource Management: Context, Concept and Boundaries**
    - The Changing Social Context and Emerging Issues
    - The Concept and Functions of Human Resource Management
    - Structuring Human Resource Management
  - **Getting Human Resource**
    - Job Analysis and Job Design
    - Human Resource Planning
    - Attracting the Talent: Recruitment, Selection, Outsourcing
    - Socialisation, Mobility and Separation
  - **Performance Management And Potential Assessment**
    - Competency Mapping
    - Performance Planning and Review
    - Potential Appraisal, Assessment Centres and Career and Succession Planning
  - **Human Resource Development**
    - HR Measurement and Audit
    - Human Resource Development System
    - Training
    - Mentoring and Performance Coaching
    - Building Roles and Teams
  - **Compensation And Reward Management**
    - Laws Covering Wages, Welfare and Benefits

- Compensation Strategy, Structure, Composition
- Reward Management
- **Employer-Employee Relations**
- Regulatory Mechanisms in Industrial Relations
- Dealing with Unions and Associations
- Industrial Democracy
- Grievance Handling and Discipline
- **MS-3 : Economic and Social Environment**
- **Economic And Social Environment**
- Economic Environment of Business India's National
- Socio-cultural and Politico-legal Environment Socio-economic
- Changing Role of Government Scenario
- **Structure Of The Indian Economy**
- Structural Dimensions of Indian Economy
- Structure of Indian Industry
- Public Sector in India Management Business
- Private Sector in India
- Small Sector in India
- Sickness in Indian Industry
- **Planning And Policies**
- National Planning
- Planning Goals and Strategies Process
- Evolution of Industrial Policy Controls and Regulations
- Regulatory and Promotional: The Framework Business view Part I and Part II
- **External Sector**
- India's Foreign Trade
- India's Balance of Payments
- Export and Import Policy
- Foreign Capital and Collaborations
- India's External Debt
- **Economic Reforms Since 1991**
- Industrial Policy of 1991
- Economic Reforms: Liberalisation, Globalisation and Privatisation
- Financial Sector Reforms Fiscal System
- Fiscal Sector Reforms
- Economic Reforms and Social Justice of Public Government – The Sector emerging Scenario and Policy
- **MS-4 : Accounting and Finance for Managers**
- **Accounting Framework**
- Accounting and its Functions Introduction to Course Understanding Financial Statements
- Accounting Concepts and Standards Role of Accounting Part-I and Finance Function in different types of Organisations
- Accounting Information and its Emerging Horizons in Applications Accounting and Finance (EHIAF) – Human Resource Accounting
- **Understanding Financial Statements**
- Construction and Analysis of EHIAF–Inflation Understanding Balance Sheet Accounting Financial
- Construction and Analysis of Profit and Loss Account
- Construction and Analysis of Funds Flow and Cash Flow Statement
- **Cost Management**
- Understanding and Classifying Costs
- Absorption and Marginal Costing
- Cost-Volume-Profit Analysis
- Variance Analysis
- **Financial And Investment Analysis**

- Financial Management : Role and Project Appraisal : An Introduction Regulation of An Institutional
- Ratio Analysis
- Leverage Analysis
- Budgeting and Budgetary Control
- Investment Appraisal Methods
- **Financial Decisions**
- Management of Working Capital EHIAF–Lease Financing
- Management of Capital Structure
- Dividend Decisions EHIAF– Financial Unique Enterprises Services & their – Case Study Marketing Accounting in decision making (CVP/BE analysis)
- EHIAF–Cost Audit in India Working Capital Stocks Markets viewpoint Statements
- Part-II
- **MS-5 : Management of Machines and Materials**
  - **Operations Management**
  - Introduction Management of to the Course Technology
  - Operations Management - An Overview - Problems and Perspectives - Planning and Policy - Implementation
  - **Facilities Planning**
  - Product Selection
  - Process Selection Facilities Layout
  - Facilities Location
  - Facilities Layout and Materials Handling
  - Capacity Planning
  - **Work And Job Design**
  - Work Design
  - Job Design
  - **Operations Planning And Control**
  - Planning and Control for Mass Production Planning
  - Planning and Control for Batch Production Control
  - Planning and Control for Job Shop Production Projects
  - Planning and Control of Projects Maintenance
  - Maintenance Management Management
  - **Value Engineering And Quality Assurance**
  - Value Engineering Quality Control
  - Quality Assurance
  - **Materials Management**
  - Purchase System and Procedure
  - Inventory Management
  - Planning and Control for Job Shop Production Projects
  - Planning and Control of Projects Maintenance
  - Waste Management Management
- **MS-6 : Marketing for Managers**
  - **Marketing And Its Applications**
  - Introduction to Marketing Introduction - Marketing
  - Marketing in a Developing Economy to the Course Approach
  - Marketing of Services - Marketing of Services - Marketing and Public Policy
  - **Marketing Planning And Organisation**
  - Planning Marketing Mix - Marketing in
  - Market Segmentation Action
  - Marketing Organisations - Marketing
  - Marketing Research and its Applications Management and Planning
  - **Understanding Consumers**
  - Determinants of Consumer Behaviour Indian
  - Models of Consumer Behaviour Consumer
  - Indian Consumer Environment MarketingEnvironment

- **Product Management**
  - Product Decisions and Strategies
  - Product Life Cycle and New Product Development ITDC-A Case Study
  - Branding and Packaging Decisions
- **Pricing And Promotion Strategy**
  - Pricing Policies and Practices Marketing
  - Marketing Communications Strategy – A 16 Advertising and Publicity Case Study of 17 Personal Selling and Sales Promotion Moulded Luggage Industry
- **Distribution And Public Policy**
  - Sales Forecasting
  - Distribution Strategy Effective Selling
  - Managing Sales Personnel
  - Marketing and Public Policy
  - Cyber Marketing
- **MS-7 : Information Systems for Managers**
  - **Information Technology For Managers**
    - Information Technology : An Overview
    - Computer Systems
    - Computer Software
    - Networking Technologies
  - **Information Systems - I**
    - In MIS Perspectives
    - Information Systems Economics
    - Management Information and Control Systems
    - Information Systems Security
  - **Information Systems - II**
    - Information Systems and Functional Area Applications
    - Transaction Processing Systems-I: Human Resource and Marketing Management
    - Transaction Processing Systems-II: Operations and Financial Management
    - Integrated Applications
  - **System Analysis And Computer Languages**
    - Building Information Systems
    - System Analysis and Design
    - Computer Programming and Languages
  - **Support Systems For Management Decisions**
    - Database Resource Management
    - Data Ware Housing and Data Mining
    - Tactical and Strategic Information Management: DSS and ESS
    - Intelligent Support Systems
    - Emerging Trends in IT
- **MS-8 : Quantitative Analysis for Managerial Applications**
  - **Basic Mathematics For Managers**
    - Quantitative Decision Making – An Overview
    - Function and Progressions
    - Basic Calculus and Applications
    - Matrix Algebra and Applications
  - **Data Collection And Analysis**
    - Collection of Data
    - Presentation of Data
    - Measures of Central Tendency
    - Measures of Variation and Skewness
  - **Probability And Probability Distributions**
    - Basic Concepts of Probability Probability

- Discrete Probability Distribution
- Continuous Probability Distributions
- Decision Theory Probability Application
- **Sampling And Sampling Distributions**
- Sampling Methods
- Sampling Distributions
- Testing of Hypotheses
- Chi Square Tests
- **Forecasting Methods**
- Business Forecasting
- Correlation Applications of Regression
- Time Series Analysis Regression
- Fundamentals
- **MS-9 : Managerial Economics**
- **Introduction To Managerial Economics**
- Scope of Managerial Economics
- The Firm : Stakeholders, Objectives & Decision Issues
- Basic Techniques
- **Demand And Revenue Analysis**
- Demand Concepts and Analysis
- Demand Elasticity
- Demand Estimation and Forecasting
- **Production And Cost Analysis**
- Production Function
- Cost Concepts and Analysis I
- Cost Concepts and Analysis II
- Estimation of Production and Cost Functions
- **Pricing Decisions**
- Market Structure and Barriers to Entry
- Pricing Under Pure Competition and Pure Monopoly
- Pricing Under Monopolistic and Oligopolistic Competition
- Pricing Strategies
- **Comprehensive Case**
- Competition in Telecommunication Service Provision
- **MS-10 : Organisational Design, Development And Change**
- **Understanding Organisations**
- Approaches to Understanding Organisations
- Factors Affecting Organisation Structures
- **Organisational Design**
- Typology of Organisation Structures
- Some Basic Organisation Design and Restructuring Strategies
- **Approaches to Work Design**
- Organising and Analysing Work
- Job Design
- Emerging Issues of Work Organisation and Quality of Working Life
- **Organisational Analysis**
- Organisational Diagnosis: Tools and Techniques
- Questionnaire as a Diagnostic Tool
- Interview as a Diagnostic Tool
- Workshops, Task-forces and other Methods
- **Organisational Development And Change**
- Organisational Development (OD)
- Alternative Interventions
- Process of Change
- Change Agents: Roles and Competencies
- Institution Building
- **MS-11 : Strategic Management**

- **Introduction To Strategic Management**
  - Concept of Strategy
  - Process of Strategy
  - Strategic Framework
- **Strategic Analysis**
  - Environmental Analysis
  - Competitive Forces
  - Internal Analysis
- **Business Level Strategy**
  - Cost
  - Differentiation and Focus
- **Corporate Level Strategy**
  - Growth Strategies-I
  - Growth Strategies-II
  - Strategic Alliances
  - Turnaround
- **Implementation And Control**
  - Structural Dimensions
  - Behavioural Dimensions
  - Control
  - Evaluation of Strategy
- **MS-21 : Social Processes And Behavioural Issues**
  - **Social Processes And Issues**
    - Indian Environment: The Changing Scenario
    - Social Issues and Organizational Relevance
    - Organisational Values and Work Ethics
  - **Intra Personal Processes**
    - Understanding Human Behaviour
    - Perception
    - Learning
    - Motivation
    - Human Emotions at Work
  - **Interpersonal Processes**
    - Interpersonal Issues, Communication and Conflict
    - Counseling Processes
    - Behavioural Modification
    - Persuasion
  - **Group And Inter-Group Processes**
    - Group Formation and Group Processes
    - Group Dynamics
    - Leading and Building Teams
    - Conflict Resolution
  - **Organisational Processes**
    - Power Dynamics
    - Political Processes
    - Learning Organisations
    - Cross Cultural Issues
    - Organisational Culture
- **MS-22 : Human Resource Development**
  - **HRD : Concept And System**
    - The Process and System of HRD
    - Career System
    - Competency Mapping
    - Performance Management System
    - Coaching and Mentoring
    - Development System
  - **Hrd Systems And Profession**

- Reward System
- Self Renewal System
- HRD for Workers
- Professionalisation of HRD
- HRD Strategies and Experiences
- **Comparative HRD**
  - HRD in the Government and Public Systems
  - HRD in Health Sector
  - HRD in other sectors (Defence, Police, Voluntary Organisations and Panchayati Raj Institutions)
  - International Experiences in HRD
- **HRD Issues And Experiences**
  - HRD Audit
  - Multi Source Feedback System
  - Knowledge Management
  - Technology and HRD
  - Diversity Management
  - Managing Globalization
- **MS-23 : Human Resource Planning**
  - **Basics Of Human Resource Planning**
    - Introduction to HRP System – The Emerging Context
    - Process and Functions of Human Resource Planning
    - Methods and Techniques : Demand Management
    - Methods and Techniques : Supply Management
    - Contemporary Trends in Managing Demand and Supply
  - **Approaches to Analysis Job**
    - Job Analysis
    - Changing Nature of Roles
    - Job Evaluation : Concepts and Methods
    - Competency Approaches to Job Analysis
  - **Key HR Practices**
    - HRD Audit
    - Recruitment
    - Selection
    - Dislocation and Relocation of Employees
    - Orientation
    - Career and Succession Planning
    - Performance and Potential Appraisal
  - **Intellectual Capital Accounting**
    - Human Resource Information System
    - Human Resource Audit
    - Human Resource Accounting
- **MS-24 : Employment Relations**
  - **Conceptual Framework Of Employment Relations**
    - Concept, Scope and Approaches to Industrial Relations
    - Evolution of Industrial Relations and Current Developments
    - Constitutional and Legal Framework of Industrial Relations : Conventions, ID Act, Trade Union Act
  - **Trade Unionism**
    - Trade Union Development and Functions
    - Trade Union Structure and Recognition
    - Managing Trade Unions
    - Managerial Unionism
    - Employers' Organisations
  - **Collective Bargaining**
    - Nature and Content of Collective Bargaining
    - Negotiation Skills

- Issues and Trends in Collective Bargaining
- **Employee Involvement**
  - Evolution, Structure and Process
  - Design and Dynamics of Participative Forums
  - Strategies for Implementing Participation
- **Grievance Handling And Discipline**
  - Grievance Function in Industrial Relations
  - Conciliation, Arbitration and Adjudication
  - Discipline in Industry
- **Trends In Employment Relations**
  - Strategic Employee Relations : Emerging Trends
  - Cultural Aspects of Employment Relations
- **MS-25 : Managing Change In Organisations**
  - **Concept Of Managing Change**
    - Understanding Change
    - Types of Change
    - Factors Critical to Change
    - Organisational Culture ad Change — Cross Cultural Experiences
  - **Forms Of Organisational Change**
    - Emerging Organisational Forms and Structures
    - Mergers and Acquisitions
    - Turn Around Management
    - Process Based Change
    - Group Based Approaches to Change
  - **Diagnosis And Intervention**
    - Organisational Disgnosis – Issues and Concepts
    - Diagnostic Methodology – Quantitative and Qualitative
    - Interventions in Organisational Change
    - Evaluation of Organisational Change
  - **Role Of Change Agent**
    - Key Roles in Managing Change
    - Skills for Managing Change
    - Managing Resistance to Change
    - Role of Leadership in Managing Change
    - Managing Transition
- **MS-26 : Organisational Dynamics**
  - **Group Dynamics**
    - Understanding Groups
    - Phases of Group Development
    - Group Cohesion and Alienation
    - Conformity and Obedience
  - **Role Dynamics**
    - The Concept and Systems of Roles
    - Role Analysis
    - Organisational Stress and Burnout
    - Coping with Stress and Burnout
  - **Power Dynamics**
    - Bases of Power
    - The Process of Empowerment
    - Decentralisation and Delegation
    - Transformational Leadership
  - **Organisational Dynamics**
    - Organisational Culture
    - Social Responsibilities of Organisations
    - Organisational Ethics and Values
    - Process of Learning Organisations
  - **Inter-Organisational Dynamics**



- Cross Cultural Dynamics
- Management of Diversity
- Strategic Alliances and Coalition Formation
- **MS-27 : Wage And Salary Administration**
  - **Compensation — Concept And Context**
    - Organisational Culture
    - Social Responsibilities of Organisations
    - Organisational Ethics and Values
    - Process of Learning Organisations
    - Role of Compensation and Rewards in Organisation
    - Economic and Behavioural Issues in Compensation
    - Framework of Compensation Policy
  - **Legal Framework Of Wage And Salary Administration**
    - Wage Concepts and Definition of Wages Under Various Labour Legislation
    - Constitutional Perspective, International Labour Standards, and Norms for Wage Determination
    - Law relating to Payment of Wages and Bonus
    - Regulation of Minimum Wages and Equal Remuneration
    - Law Relating to Retiral Benefits
  - **Compensation Structure And Differentials**
    - Pay Packet Composition
    - Institutional Mechanism for Wage Determination
    - Job Evaluation and Internal Equity
    - External Equity and Pay Surveys
  - **Reward System, Incentives And Pay Restructuring**
    - Design of Performance-linked Reward System
    - Incentives for Blue and White Collars
    - Bonus, Profit Sharing and Stock Options
    - Allowances and Benefits
    - Downsizing and Voluntary Retirement Scheme
  - **Emerging Issues And Trends**
    - Tax Planning
    - Comparative International Compensation
    - Overview of Future Trends in Compensation Management
- **MS-28 : Labour Laws**
  - **Industrial Jurisprudence**
    - Industrial Jurisprudence–An Overview
    - Principles of Industrial jurisprudence
    - Constitutional Aspects of Industrial Jurisprudence
  - **Laws on Working Conditions**
    - The Factories Act, 1948
    - The Mines Act, 1952
    - The Plantation Labour Act, 1951
    - The Contract Labour (Regulation and Abolition Act, 1970)
    - The Child Labour (Prohibition and Regulation Act, 1986)
  - **Laws on Industrial Relations**
    - The Trade Union Act, 1926
    - The Industrial Disputes Act, 1947
    - The Industrial Employment (Standing Orders) Act, 1946
  - **Laws on Wages**
    - The Minimum Wages Act, 1948
    - The Payment of Wages Act, 1936
    - The Payment of Bonus Act, 1965
    - The Equal Remuneration Act, 1976
  - **Laws on Social Security**
    - The Workmen's Compensation Act, 1923

- The Employees' State Insurance Act, 1948
- The Maternity Benefit Act, 1961
- The Employee's Provident Fund and Miscellaneous Provisions Act, 1952
- The Payment of Gratuity Act, 1972
- The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959
- 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 Words
- **MS-41 : Working Capital Management**
- **Concepts and Determination of Working Capital**
- Conceptual Framework
- Operating Environment of Working Capital
- Determination of Working Capital
- Theories and Approaches
- **Management of Current Assets**
- Management of Receivables
- Management of Cash
- Management of Marketable Securities
- Management of Inventory
- **Financing of Working Capital Needs**
- Bank Credit – Basic Principles and Practices
- Bank Credit – Methods of Assessment and Appraisal
- Other Sources of Short Term Finance
- **Working Capital Management : An Integrated View**
- Liquidity vs Profitability
- Payables Management
- Short-Term International Financial Transactions
- Integrating Working Capital and Capital Investment Process
- **MS-42 : Capital Investment And Financing Decisions**
- **Overview of Financial Decisions**
- Nature of Long Term Financial Decisions
- Cost of Capital
- Capital Structure Decisions Optimal Level of Strategic Decisions
- Corporate Debt
- **Investment Decisions Under Certainty**
- Project Designing/Planning
- Project Appraisal
- Project Appraisal Social Cost-benefit Analysis
- Project Implementation and Control
- **Investment Decisions Under Uncertainty**
- Project Evaluation under Risk and Uncertainty - I
- Project Evaluation under Risk and Uncertainty - II
- **Financing Decisions**
- Financing through Domestic Capital Market
- Financing through Global Market Role of Financial
- Financing through FIs
- Other Modes of Financing
- **Strategic Financing Decisions**
- Management of Earnings
- Financial Engineering

- Investor Relations
- Financial Restructuring Project Evaluation Perceptions and Practices
- Services
- **MS-43 : Management Control Systems**
  - **Management Control: Concepts and Context**
    - Management Control Systems: An Introduction
    - Strategies and Management Control
    - Designing Management Control Systems
  - **Management Control Structure**
    - Responsibility Centres
    - Profit Centres
    - Transfer Pricing
    - Investment Centres
  - **Management Control Process**
    - Budgeting and Reporting
    - Performance Measurement
    - Reward and Compensation
    - New Development/Techniques of Management and Management
- Control
  - **Management Control in Some Special Organisations**
    - Service Organisations
    - Multinational and Export Organisations
    - Management Control of Projects
    - Other Organisations
  - **Case Studies**
    - Brooke Bond (India) Ltd. (A)
    - Dakshin Rasayan Nigam Ltd.
    - Bengal Steel Ltd.
    - Sun Cellular Ltd.
    - Thana District Co-operative Fisheries Project (B)
    - Christian Medical College and Hospital, Vellore
    - Christian Medical College and Hospital, Vellore
    - Human Management Problems Control of Transfer Systems Pricing
- Part I & II
  - Performance Organisational
  - Budgeting in View of Banks Budgeting-I & II
- **MS-44 : Security Analysis And Portfolio Management**
  - **An Overview**
    - Nature and Scope of Investment Decisions
    - Components of Investment Risk
    - Valuation of Securities
  - **Securities Market in India**
    - Organisation and Functioning Credit Rating
    - Regulation
  - **Analysis for Equity Investment**
    - Economy and Industry Analysis
    - Company Level Analysis
    - Technical Analysis
    - Efficient Market Hypothesis Case : Tata Tea Ltd.
  - **Portfolio Theory**
    - Portfolio Analysis
    - Portfolio Selection
    - Capital Market Theory
    - Portfolio Revision
  - **Institutional and Managed Portfolio**
    - Performance Evaluation of Managed Portfolios
    - Investment Companies

- Mutual Funds Services A Case study of ICRA Individual Portfolio Management
- **MS-45 : International Financial Management**
  - **International Financial Environment**
    - International Financial Management: An Introduction
    - International Economics
    - International Monetary System
    - International Flow of Fund
  - **Foreign Exchange Market and Risk Management**
    - Foreign Exchange Market
    - Parity Condition in International Finance and Currency Forecasting
    - Currency Futures, Options and Swaps
    - Management of Accounting and Economic Exposures
    - Foreign Exchange Regulation and Taxation Issues
  - **International Financing Decisions**
    - Raising Funds from International Markets
    - Financing Foreign Trade
    - Cost of Capital
  - **International Investment Decisions and Working Capital Management**
    - Capital Budgeting for MNCs
    - Working Capital Management for MNCs
    - Foreign Direct Investment
    - International Portfolio Investment
- **MS-46 : Management Of Financial Services**
  - **Financial System Markets & Services**
    - Financial System
    - Financial Markets & Institutions
    - Financial Services : An Introduction
    - Management of Risk in Financial Services
    - Regulatory Framework
  - **Financial Market: Operations and Services**
    - Stock Exchange : Functions and Organizations
    - Broking and Trading in Equity
    - Broking and Trading in Debt
    - Depositories
  - **Fee Based Services**
    - Issue Management
    - Corporate Advisory Services
    - Credit Rating
    - Mutual Funds
    - Debt Securitisation
  - **Fund Based Services**
    - Leasing and Hire Purchase
    - Housing Finance
    - Credit Cards
    - Venture Capital
    - Factoring, Forfeiting and Bill Discounting
  - **Insurance Services**
    - Life Products
    - Non-Life Products
    - Broking Services
- **MS-51 : Operations Research**
  - **Introduction to Operation Research**
    - Operation Research — An Overview
    - Review of Probability and Statistics
  - **Programming Techniques — Linear Programming and Applications**

- Linear Programming-Graphical Method
- Linear Programming-Simplex Method
- Transportation Problem
- Assignment Problem
- **Programming Techniques — Further Applications**
- Goal Programming
- Integer Programming
- Dynamic Programming
- Non-Linear Programming
- **Inventory and Waiting Line Models**
- Inventory Control-Deterministic Models
- Inventory Control-Probabilistic Models
- Queueing Models
- **Game Theory and Simulation**
- Corporative Situations: Game Theory
- Simulation
- **Case Studies**
- **MS-52 : Project Management**
- **Project Formation and Appraisal**
- Project Management - An Overview
- Feasibility & Technical Analysis
- Market and Demand Analysis
- Economic and Financial Analysis
- Formulation of Detailed Project Reports
- **Project Planning and Scheduling**
- Planning Time Scales — Network Analysis
- Material and Equipment
- Human Resource
- Project Costing and Financing
- Project Organisation
- **Implementation and Control**
- Project Management Information System
- Material and Equipment
- Human Resource
- Financial Aspects
- **Project Completion and Evaluation**
- Integrated Project Management Control System
- Managing Transition from Project to Operations
- Project Review
- **MS-53 : Production/Operations Management**
- **Issues in Production/Operations Management**
- Production/Operations Management — An Overview
- Production System: Issues & Environment
- Total Quality Management (TQM)
- **Forecasting**
- Need & Importance of Forecasting
- Qualitative Methods of Forecasting
- Quantitative Methods of Forecasting
- **Production System Design**
- Capacity Planning
- Facilities Planning
- Work System Design
- Managing Information for Production System
- **Production Planning & Scheduling**
- Aggregate Production Planning
- Just-In-Time (JIT)
- Scheduling & Sequencing

- **Materials Planning**
  - Issues in Materials Management
  - Independent Demand System
  - Dependent Demand System
- **Emerging Issues in Planning/Operations Management**
  - Total Productive Maintenance
  - Advanced Manufacturing System
  - Computers in Planning/Operations Management
- **MS-54 : Management Information System**
  - **Information for Decision Making**
    - Decision Making
    - Conceptual Foundations of Information Systems
    - Information Resources Management
  - **System Development**
    - Overview of Systems Analysis & Design
    - System Development Life Cycle
    - Designing On Line & Distributed Environments-Design Consideration
    - Implementation and Control of Projects
  - **Computer Networks & Data Communications**
    - Trends in Information Technology-Hardware, Software
    - Data Communication Concepts
    - Computer Networks
  - **Managing Corporate Data Resources**
    - Organising Data
    - Relational Data Base Management Systems
    - Query Languages Including DSS
    - Applications and Illustrations
  - **Socio-Legal Aspects of Computerisation**
    - Social Dimensions of Computerisation
    - Computer Viruses
    - Legal Dimensions of Computerisation
  - **Case Studies**
    - A Case Study on Computer Applications
    - Aspects of Information Technology and Policy Making and the Caribbean Community
    - Computerisation at IFFCO
- **MS-55 : Logistics And Supply Chain Management**
  - **Logistics And SCM - An Overview**
    - Logistics and SCM - An Introduction
    - Principles of SCM
    - Customer Focus in SCM
  - **Design and Management of SCM**
    - Logistics - Inbound and outbound
    - Models of SCM Integration
    - Strategic Supply Chain Management
    - Organising for Global Markets
  - **It Enabled SCM**
    - Information Technology: A Key Enabler of SCM
    - Intelligence Information System
    - IT Packages in SCM
  - **Cost And Performance Measurement In SCM**
    - Cost Analysis and Measurement
    - Best Practices and Benchmarking for SCM
    - Performance Measurement and Evaluation of SCM
  - **Distribution Network Planning**
    - Transportation Mix

- Locational Strategy
- Logistics and SCM Environment
- **Emerging Trends**
  - Future Trends and Issues
  - Design for SCM and Greening the Supply Chain
  - SCM in Service Organisation/Non-Manufacturing Sector
- **MS-56 : Materials Management**
  - **Material Management : An Overview**
    - Materials Flow Systems
    - Strategic Role of Materials Management
    - Linkage with other Functional Areas of Management
  - **Sourcing of Materials**
    - Issues and Overview
    - Domestic vs International Purchase
    - Vendor Network
    - Buyers-Sellers Relationship
  - **Materials Planning and Control**
    - Materials Planning and Budgeting
    - Pull vs Push System
  - **Inventory Systems and Modelling**
    - Inventory Systems and Modelling
    - Process Inventory
    - Spare Parts Management
    - Stores Accounting
  - **Warehousing**
    - Codification and Standardisation of the Materials
    - Location and Structure of Warehouse
    - Incoming Material Receipts
    - Retrieval and Transaction Processing System
    - Security and Loss Prevention
  - **Organization and Appraisal of Materials Management**
    - Future Trends and Issues
    - Materials Management and its Organisation
    - Materials Information System
    - Control of Material Management and Performance Appraisal
- **MS-57 : Maintenance Management**
  - **Maintenance Overview and Management System**
    - Maintenance Management and Terotechnology: An Overview
    - Maintenance Objectives and Strategies
    - Preparation of Maintenance Planning and Scheduling
    - Planned Maintenance Management System and Control
  - **Maintenance Resource Management and Costing**
    - Maintenance Organisation
    - Maintenance Costing and Budgeting
    - Spare Parts Inventory Management
    - IT enabled Maintenance Management
  - **Key Issues in Maintenance Management**
    - Reliability, Availability and Maintainability Concepts
    - Safety and Environmental Aspects in Maintenance Management
    - Human Resource Development in Maintenance Management
    - TQM and Maintenance Management
  - **Analytical Methods in Maintenance Management**
    - Failure Statistics, Data Analysis and Methods of Qualitative Analysis
    - Economics of Repair and Replacement of Equipment
    - Planning and Scheduling of Plant and Overhauling Shutdown
  - **Trends in Maintenance Management**
    - Condition Based Maintenance (CBM)

- Reliability Centered Maintenance (RCM)
- Total Productive Maintenance (TPM)
- Maintenance Audit
- **MS-58 : Management of R&D And Innovation**
  - **Technological Innovations and Creativity**
    - Nature, Process and Importance of Technological Innovation
    - R & D and Economic Development
    - Product Design, Marketing and Consumer Innovation and Creativity
  - **Strategic Considerations**
    - R & D as a Corporate Function
    - R & D Resources
    - Partnerships in Innovation
  - **Organisation For R & D And Innovation**
    - HRM Issues in Innovation and R & D
    - Leadership and R & D Management
    - Organisation Design and Structure for R & D
    - R & D Project Management
    - Measurement, Evaluation and Assessment of R & D
  - **Micro Considerations**
    - National R & D Infrastructure and Institutional Framework
    - Fiscal and other Incentives and Promotional/Support Measures
    - Industry, Institutions and Government Cooperation
  - **Other Important Issues in R & D Management**
    - Commercialisation of R & D
    - Management of Intellectual Property Rights
    - Financing of R & D Projects
    - Role of Consultants in R & D
- **MS-61 : Consumer Behaviour**
  - **Consumer Behaviour – Issues And Concepts**
    - Consumer Behaviour-Nature, Consumer Scope and Application Behaviour
    - Consumer Behaviour and An Introduction Life Style Life-style Marketing to Course MS-61 Marketing
  - **Individual Influences on Buying Behaviour**
    - Perceptions Perceptual
    - Consumer Motivation and Involvement
    - Attitude and Attitude Change
    - Learning and Memory
    - Personality and Self-concept
  - **Group Influences on Consumer Behaviour**
    - Reference Group Influence & Group Dynamics
    - Family Buying Influences, Family Life-cycle and Buying Roles
    - Cultural and Sub-cultural influences
  - **The Buying Process**
    - Problem Recognition & Information Search Behaviour
    - Information Processing
    - Alternative Evaluation
    - Purchase Process & Post-purchase Behaviour
  - **Modelling Buyer Behaviour**
    - Early Models
    - Howard Sheth Model
    - Recent Developments in Modelling Buyer Behaviour
- **MS-62 : Sales Management**
  - **Sales Management Functions**
    - Introduction to Sales Management
    - Personal Selling Personal Selling



- Sales Process
- Computer Applications in Sales Management
- Selling Skills**
  - Communication Skills
  - Sales Presentation
  - Negotiation Skills
  - Retail Communication : Sales Displays Sales Displays
- Sales Force Management**
  - Job Analysis, Recruitment and Selection
  - Training the Sales Force
  - Compensation and Motivation of Sales Force
  - Monitoring and Performance Evaluation
- Planning and Control of the Sales Effort**
  - Sales Planning
  - Sales Organisation
  - Sales Forecasting and Sales Quotas
  - Sales Budgeting and Control
- Case Studies**

[MS-63 : Product Management](#)

**Product Management – Introduction**

- The Product Management – Basic Concepts Introduction to
- The Product Management Process
- The Product Planning System

**Managing Products - 1**

- Product Line Decisions
- Product Life Cycle
- Product Portfolio
- Product Pricing

**Branding and Packaging Decisions**

- Branding Decisions
- Positioning Decisions
- Brand Equity
- Packaging Decisions

**New Product Development**

- Organising for New Product Development
- Generation, Screening and Development of New Product Ideas
- Economic Analysis

**Implementing New Product Decision**

- Concept Development and Testing
- Physical Development of the Product
- Pretest Marketing and Test Marketing
- Product Launch

[MS-64 : International Marketing](#)

**International Marketing : An introduction**

- Scope and Size of International Markets
- Conceptual Framework
- Institutional Framework

**Environment of International Business**

- Cultural Environment
- Political and Legal Environment
- Economic Environment

**Policy Framework and Procedural Aspects**

- India's Export-Import Policy
- Export-Import Documentation

**International Marketing Mix**

- International Product Policy and Planning
- International Advertising

- International Pricing Policy
- International Distribution and Sales Policy

### **International Marketing Planning**

- International Market Selection
- International Marketing Research
- International Marketing Planning and Control

## MS-65 : Marketing of Services

### **Services Marketing – An Introduction**

- Services Marketing - Conceptual Framework
- Role of Services in Economy
- International Trade in Services, The WTO and India
- Consumer Behaviour for Services

### **Services Marketing Mix**

- Product and Price
- Place and Promotion
- Extended Marketing Mix

### **Strategic Issues**

- Service Quality Destination India
- Managing Capacity/Demand
- Retaining Customers

### **Sectoral Applications - I**

- Financial Services
- Hospitality and Tourism Services
- Health Services
- Case Study on Financial Services Marketing

### **Sectoral Applications - II**

- Educational Services
- Professional Services
- Telecommunication Services
- Product Support Services
- Case Studies

## MS-66 : Marketing Research

### **I M R Concepts And Design**

- M R Meaning and Importance, Research Process
- Organisation of Marketing Research In India
- Research Design

### **Data Collection**

- Data Collection Marketing
- Sampling
- Questionnaire Design and Development
- Attitude Measurement and Scaling

### **Data Processing And Analysis**

- Qualitative Research - Meaning, Scope and Methodologies
- Data Processing - Coding, Tabulation Data Presentation
- Description and inference from Sample Data
- Analysis of Association

### **Multivariate Analysis**

- Regression Analysis, Discriminant Analysis and Factor Analysis
- Conjoint Analysis
- Cluster Analysis and Multi-dimensional Scaling
- Applications of Marketing Research in India — Some Case Studies

## MS-68 : Management Of Marketing Communication And Advertising

### **Marketing Communication And Advertising – Basic Concepts**

- Marketing Communication in Marketing
- Communication-Key Concepts
- Indian Media Scene

### **Advertising Campaign Planning And Execution**

- Planning Communication Strategy
- Advertising Campaign Planning — Strategic Consideration, Creative Consideration
- Advertising Creativity : Campaign Planning and Execution
- Advertising Research - Role and Trends
- Measuring Ad Effectiveness - Definitions and Techniques

#### **Media Planning Concepts**

- Media Concepts, Characteristics and Issues in Media Planning
- Media Selection, Planning and Scheduling
- Internet as an Emerging Advertising Media

#### **Marketing Communication Form**

- Managing Sales Promotion
- Direct Marketing
- Publicity and Public Relation
- Social Marketing Communication

#### **Strategies For Advertising Agencies**

- Function and Structure of Ad Agencies
- Managing Client Agency Relationship
- Strategies for Account Management
- Legal and Ethical Issues in Advertising

#### **Case Studies**

##### [MS-611 : Rural Marketing](#)

#### **Rural Markets – An Overview**

- Rural Markets in India
- Understanding Rural Environment

#### **Understanding the Rural Consumer**

- Differential Aspects of Buying Behaviour, Major influences on rural, Buying Behaviour
- Trends in Consumer Behaviour
- Rural Marketing Research

#### **Product And Pricing Decisions For The Rural Markets**

- Product Development, adoption process and modification decision
- Pricing decision

#### **Managing The Promotion**

- Understanding Rural Media and Current Opportunities
- Message Design & Development for Rural Market
- Rural Promotion Effort

#### **Accessing Rural Markets**

- Physical Infrastructure and Dynamics of Distribution process
- Participants in the rural distribution process behavioural dimensions
- Physical Distribution Processes

#### **Understanding Rural Marketing Process – Case Studies**

##### [MS-612 : Retail Management](#)

#### **An Overview Of Retailing Environment**

- Introduction to Retailing
- Evolution of Retail Environment
- Formats of Retailing Environment

#### **Retail Planning And Development**

- Understanding the Retail Customer
- Marketing Research for Retailing
- Strategic Retail Planning Process
- Locational Decisions
- Growth Strategies

#### **Retail Mix**

- Product Merchandise
- Pricing
- Promotions and Communication Mix

- Atmospherics

### **Retail Operations**

- Sourcing
- Financial Management Issues in Retailing
- Organisation Structure and Management of Human Resources
- C R M
- Monitoring and Controlling Retail Operations

### **Issues Impacting Retail Business In India**

- Legal and Security Issues in Retail
- Ethical Dimensions
- Technology in Retailing
- Non-Store Retailing

### **MS-91 : Advanced Strategic Management**

#### **Issues In Corporate Management**

- Corporate Management : An Overview
- Introduction to Corporate Strategy
- Corporate Policy

#### **Corporate Governance**

- Historical Perspective
- Top Management and Corporate Governance
- Code and Laws for Corporate Governance

#### **Competitive Scenarios And Strategy**

- Strategies for Dynamic and Stable Markets
- Strategies for Domestic and Global Markets
- Market Structures and Network Externalities

#### **Strategic Enablers**

- IT and Strategy
- Technology and R & D
- Knowledge Management
- Innovation

#### **Corporate Social Responsibility**

- Strategy and Social Responsibility
- Ethics and Values
- Social Audit
- Philanthropy as a Strategic Choice

### **MS-92 : Management Of Public Enterprises**

#### **Public Enterprise : An Overview**

- Public Enterprise: Concept and Policy
- Public Enterprise Scenario – National and International
- Nature and Scope of Public Enterprise
- Forms of Public Enterprises

#### **Public Enterprise : Accountability And Governance**

- Concept and Policy of Accountability and Autonomy
- Government-Public enterprise – Interface
- Accountability of Legislature
- Relationship with other Agencies
- Corporate Governance and Corporate Social Responsibility

#### **Public Enterprise – Performance And Evaluation**

- Appraisal of Public Enterprise Performance I
- Appraisal of Public Enterprise Performance II
- Sickness and Public Enterprises and Turnaround Strategy
- Dimensions and Methods of Evaluating Public Enterprise Performance

#### **Organisation And Management**

- Board of Directors – Constitution and Functioning
- Personnel Management Issues in Public Enterprises
- Project Management

- Management of Finance, Marketing and Production, Issues

### **Privatisation And Disinvestment**

- Concept, Policy and Dimensions
- Privatisation : International Experience
- Disinvestment : Experience and Strategies
- Implications and Disinvestment

### **Case Studies**

#### **MS-93 : Management of New and Small Enterprises**

### **Entrepreneur And Entrepreneurship**

- Public Enterprise: Concept and Policy
- Public Enterprise Scenario – National and International
- Nature and Scope of Public Enterprise
- Forms of Public Enterprises

### **Establishing Small Scale Enterprises**

- Opportunities Scanning—Choice of Enterprise
- Market Assessment for SSE
- Choice of Technology and Selection of Site

### **Small Scale Enterprises – Getting Organised**

- Financing the New/Small Enterprise
- Preparation of the Business Plan
- Ownership Structure and Organisation Framework

### **Operating the Small Scale Enterprise**

- Financial Management Issues in SSE
- Operations Management Issues in SSE
- Marketing Management Issues in SSE
- Organisational Relations in SSE

### **Performance Appraisal And Growth Strategies**

- Management Performance Lessons Growth and Assessment and Control from Stabilisation
- Strategies for Stabilisation and Successful Strategies Growth Entrepreneurs of Small
- Managing Family Enterprises Enterprises

#### **MS-94 : Technology Management**

### **Technology : Issues And Implications**

- Concepts and Definitions
- Aspects and Issues
- Implications of Technological Change

### **Technology Development And Acquisition**

- Forecasting Technology Transfer
- Generation and Development
- Transfer

### **Technology Absorption And Diffusion**

- Absorption
- Assessment and Evaluation
- Diffusion

### **Technology Environment**

- Science & Technology in India Technology Intellectual
- Policies policy in Property
- Linkages India Rights-I &II

### **Technology Support Systems**

- Financing
- Information Systems
- Organising at Enterprise Level

### **Case Studies**

#### **MS-95 : Research Methodology For Management Decisions**

### **Introduction To Research Methodology**

- Importance of Research in Decision Making

- Defining Research Problem and Formulation of Hypothesis
- Experimental Designs
- Data Collection And Measurement**
  - Methods and Techniques of Data Collection
  - Sampling and Sampling Designs
  - Attitude Measurement and Scales
- Data Presentation And Analysis**
  - Data Processing
  - Statistical Analysis and Interpretation of Data — Non-Parametric Tests
  - Multivariate Analysis of Data
  - Model Building and Decision Making
- Technology Environment**
  - Substance of Reports
  - Report Writing and Presentation
  - Presentation of a Report

#### MS-96 : Total Quality Management

- Philosophy And Basic Concepts**
  - Introduction: Basic Concepts and Approach
  - Quality Management: Leading thinkers
  - Building Blocks of TQM
- Strategic Considerations**
  - TQM and Business Strategy
  - Quality Centred Strategic Planning
  - Economics of Quality
- Tools And Techniques**
  - Statistical Quality Control
  - Other Concepts, Tools and Techniques - I
  - Other Concepts, Tools and Techniques - II
- Organisation And Leadership**
  - Organisation for Quality
  - Quality Culture and Leadership
  - Motivation and Commitment
- Management Systems For TQM**
  - ISO 9000 Quality Management Systems
  - Environmental Management Systems (EMS)
  - Management Systems for Safety and Health
- Quality Appraisal And Auditing Systems**
  - Auditing and Certification
  - Awards and Certification

#### MS-97 : International Business Management

- Introduction To International Business**
  - Dynamics of International Business
  - International Trade Theories and its Business Implications
  - Process of Globalization
- International Business Environment**
  - PESTEL
  - WTO Agreements and its Implications
  - Regional Trade Blocks
  - Risk Analysis
- Strategies And Structures Of International Business**
  - International Business Strategies
  - Organisational Structures and Strategies of International Business
  - International Entry Strategies
  - Strategic Alliances
- International Business Functions**
  - International HRM

- International Finance
- International Marketing
- International Operations Management

**Emerging Issues**

- Business Ethics and Corporate Social Responsibility
- Emerging Economies
- E-business
- Operating in a Borderless World