

Course Components of Management Programme

MS-1 : MANAGEMENT FUNCTIONS AND BEHAVIOUR

BLOCK 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 Task and Responsibilities Part I & II
3	Management Systems and Processes	
4	Managerial Skills	
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II	DECISION MAKING	
5	Organisational Context of Decisions	
6	Decision Making Models	Problem Solving
7	Decision Making-Techniques and Processes	
8	Management by Objectives	
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III	ORGANISATIONAL CLIMATE AND CHANGE	
9	Organisational Structure and Managerial Ethos	
10	Management of Organisational Conflicts	
11	Managing Change	
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IV	ORGANISATIONAL STRUCTURE AND PROCESSES	
12	Organisational Structure and Design	
13	Managerial Communication	Communication
14	Planning Process	
15	Controlling	Process
16	Delegation and Interdepartment Coordination	
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V	BEHAVIOURAL DYNAMICS	
17	Analysing Interpersonal Relations	Leadership
18	Leadership Styles and Influence Process	
19	Group Dynamics	Styles
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MS-2 : MANAGEMENT OF HUMAN RESOURCES

BLOCK 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
III	PERFORMANCE MANAGEMENT AND POTENTIAL ASSESSMENT
8	Competency Mapping
9	Performance Planning and Review
10	Potential Appraisal, Assessment Centres and Career and Succession Planning
11	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
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 TAPE	VIDEO TAPE
I		ECONOMIC AND 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	Government	
	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 STATEMENTS		
	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 making
	9	Cost-Volume-Profit Analysis		(CVP/BE analysis)
	10	Variance Analysis		
IV		FINANCIAL AND INVESTMENT ANALYSIS		
	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		
V		FINANCIAL DECISIONS		
	16	Management of Working Capital	EHIAF–Lease Financing	Management of Working Capital
	17	Capital Structure		
	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 TAPE	VIDEO TAPE
I		OPERATIONS MANAGEMENT	Introduction to the Course	Management of Technology - Problems and Perspectives - Planning and Policy - Implementation
	1	Operations Management : An Overview		
II		FACILITIES PLANNING		
	2	Product Selection		
	3	Process Selection		Facilities Layout
	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 Control of Projects
	10	Planning and Control for Batch Production		
	11	Planning and Control for Job Shop Production		
	12	Planning and Control of Projects		Maintenance Management
	13	Maintenance 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 Variety Reduction		Materials Management
	20	Waste Management		

MS-6 : MARKETING FOR MANAGERS

BLOCK	UNIT NOs.	UNIT TITLE	AUDIOTAPE	VIDEO TAPE
I		MARKETING AND ITS APPLICATIONS		
	1	Introduction to Marketing	Introduction to the Course	- Marketing Approach
	2	Marketing in a Developing Economy		- Marketing of Services
	3	Marketing of Services		- Marketing and Public Policy
II		MARKETING PLANNING AND ORGANISATION		
	4	Planning Marketing Mix		- Marketing in Action
	5	Market Segmentation		
	6	Marketing Organisations		
	7	Marketing Research and its Applications		- Marketing Management and Planning
III		UNDERSTANDING CONSUMERS		
	8	Determinants of Consumer Behaviour		Indian Consumer and Marketing Environment
	9	Models of Consumer Behaviour		
	10	Indian Consumer 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 Strategy - A Case Study of Moulded Luggage Industry
	15	Marketing Communications		
	16	Advertising and Publicity		
	17	Personal Selling and Sales Promotion		
VI		DISTRIBUTION AND PUBLIC POLICY		
	18	Sales Forecasting		
	19	Distribution Strategy		Effective Selling
	20	Managing Sales Personnel		
	21	Marketing and Public Policy		
	22	Cyber Marketing		

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
III		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		
II	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			
	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
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
V		ORGANISATIONAL DEVELOPMENT AND CHANGE
	12	Organisational Development
	13	Alternative Interventions
	14	Process of Change
	15	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		STRATEGIC ANALYSIS
	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
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		SOCIETY AND ORGANISATIONS
	1	Social Process and Organisation in dynamic environment
	2	Organisational Processes
	3	Individual Processes
II		ORGANISATIONAL PROCESSES
	4	Organisational Communication Processes
	5	Leadership and Decision Making
	6	Organisational Power and Politics
	7	Diversity Management
	8	Organisational Cultures
III		INTRAPERSONAL PROCESSES
	9	Personality
	10	Learning
	11	Perception and Attribution
	12	Motivation
IV		INTERPERSONAL AND GROUP PROCESSES
	13	Group Dynamics and Team Building
	14	Counseling and Behaviour Modification
	15	Conflict and Stress Management
	16	Negotiating Strategies
V		EMERGING TRENDS
	17	Employee Empowerment
	18	Organisational Citizenship Behaviour
	19	Organisational Inclusiveness
	20	Corporate Social Responsibilities
	21	Positive Approaches to Work Behaviour

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
II		APPROACHES TO ANALYSING JOB
	6	Job Analysis
	7	Changing Nature of Roles
	8	Job Evaluation : Concepts and Methods
	9	Competency Approaches to Job Analysis
III		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 : INDUSTRIAL RELATIONS

BLOCK	UNIT NOs.	UNIT TITLE
I		CONCEPTUAL FRAMEWORK OF INDUSTRIAL 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
	4	Labour Administration in India
	5	Global trends in Industrial Relations
II		TRADE UNIONISM
	6	Trade Union Development and Functions
	7	Trade Union Structure, Registration and Recognition
	8	Managerial Unionism
	9	Employers' Organisations in India
III		COLLECTIVE BARGAINING
	10	Concepts and Theories of Collective Bargaining
	11	Bargaining Process and Agreements
	12	Negotiation Skills
	13	Issues and Trends in Collective Bargaining
IV		EMPLOYEE PARTICIPATION
	14	Evolution, Structure and Process of Participation
	15	Design and Dynamics of Participative Forums
	16	Implementing Participative Strategies
V		GRIEVANCE, DISCIPLINE AND DISPUTE RESOLUTION
	17	Grievance Handling System
	18	Disciplinary Procedures
	19	Disputes Resolution Machineries

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
II		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 : COMPENSATION AND REWARDS MANAGEMENT

BLOCK	UNIT NOs.	UNIT TITLE
I		COMPENSATION AND REWARDS MANAGEMENT – CONCEPT AND CONTEXT
	1	Role of Compensation and Rewards in Organisation
	2	Framework of Compensation Policy and Reward System
	3	Economic and Behavioural Issues in Compensation and Rewards Management
II		LEGAL FRAMEWORK OF WAGE AND SALARY ADMINISTRATION
	4	Wage Concepts and Definition of Wages Under Various Labour Legislation
	5	Constitutional Perspective and International Norms for wage determination
	6	Laws on Wages and Bonus
	7	Laws on Minimum Wages and Equal Remuneration
	8	Laws on Retiral benefits
III		COMPENSATION STRUCTURE AND DIFFERENTIALS
	9	Pay Structure
	10	Institutional Mechanism for Wage Determination
	11	Job Evaluation and Internal Equity
	12	External Equity and Pay Surveys
	13	Tax Planning
IV		REWARD SYSTEM, INCENTIVES AND PAY RESTRUCTURING
	14	Design of Performance-linked Reward System
	15	Incentives Schemes
	16	Reward System
	17	Allowances, Perquisites and benefits
	18	Downsizing and Voluntary Retirement Scheme
V		TRENDS
	19	International Compensation
	20	Compensation : Challenges and Trends

BLOCK	UNIT NOs.	UNIT TITLE	
I		INDUSTRIAL JURISPRUDENCE	
	1	Industrial Jurisprudence: An Overview	
	2	Principles of Industrial Jurisprudence	
	3	Constitutional Aspects of Industrial Jurisprudence	
II		LAWS ON WORKING CONDITIONS	
	4	The Factories Act, 1948	
	5	The Mines Act, 1952	
	6	The Shops and Establishments 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	
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 Words	

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.	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 and Practices
	6	Project Implementation and Control		
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 Services
	11	Financing through FIs		
	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 CONTEXT		
	1	Management Control Systems: An Introduction		
	2	Strategies and Management Control		
	3	Designing Management Control Systems		
II		MANAGEMENT CONTROL STRUCTURE		
	4	Responsibility Centres	Human	Management
	5	Profit Centres	Problems	Control
	6	Transfer Pricing	of Transfer	Systems
	7	Investment Centres	Pricing	Part I & II
III		MANAGEMENT CONTROL PROCESS		
	8	Budgeting and Reporting	Performance	Organisational
	9	Performance Measurement	Budgeting in	View of
	10	Reward and Compensation	Banks	Budgeting-I & II
	11	New Development/Techniques of Management and Management Control		
IV		MANAGEMENT CONTROL IN SOME SPECIAL ORGANISATIONS		
	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	AUDIO TAPE	VIDEO TAPE
I		AN OVERVIEW		
	1	Nature and Scope of Investment Decisions		
	2	Components of Investment Risk		
	3	Valuation of Securities		
II		SECURITIES MARKET IN INDIA		
	4	Organisation and Functioning		Credit Rating Services
	5	Regulation		A Case study of ICRA
III		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		
	11	Portfolio Selection		Individual Portfolio Management
	12	Capital Market Theory		
	13	Portfolio Revision		
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
III		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
II		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 Discounting
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
II		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
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
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
II		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
V		SOCIO-LEGAL ASPECTS 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
IV		COST AND PERFORMANCE MEASUREMENT IN SCM
	10	IT Packages in SCM
	11	Cost Analysis and Measurement
V		DISTRIBUTION NETWORK PLANNING
	12	Best Practices and Benchmarking for SCM
	13	Performance Measurement and Evaluation of SCM
VI		EMERGING TRENDS
	14	Transportation Mix
	15	Locational Strategy
VI		EMERGING TRENDS
	16	Logistics and SCM Environment
	17	Future Trends and Issues
VI		EMERGING TRENDS
	18	Design for SCM and Greening the Supply Chain
VI	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
II		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
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
II		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
II		STRATEGIC CONSIDERATIONS
	5	R&D as a Corporate Function
	6	R&D Resources
	7	Partnerships in Innovation
III		ORGANISATION FOR R&D AND 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
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 TAPE	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		
II		INDIVIDUAL INFLUENCES ON BUYING BEHAVIOUR		
	4	Perceptions		Perceptual applications in advertising
	5	Consumer Motivation and Involvement		
	6	Attitude and Attitude Change		
	7	Learning and Memory		
	8	Personality and Self-concept		
III		GROUP INFLUENCES ON CONSUMER BEHAVIOUR		
	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		
V		MODELLING BUYER BEHAVIOUR		
	16	Early Models		
	17	Howard Sheth Model		
	18	Recent Developments in Modelling Buyer Behaviour		

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 EFFORT		
	13	Sales Planning		
	14	Sales Organisation		
	15	Sales Forecasting and Sales Quotas		
	16	Sales Budgeting and Control		
V		CASE STUDIES		

MS-63 : PRODUCT MANAGEMENT

BLOCK	UNIT NOs.	UNIT TITLE	AUDIO TAPE VIDEO TAPE
I		PRODUCT MANAGEMENT — INTRODUCTION	
	1	The Product Management – Basic Concepts	Introduction to MS-63
	2	The Product Management Process	
	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 tool of market cultivation
	9	Positioning Decisions	
	10	Brand Equity	
	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 Launch
	16	Physical Development of the Product	
	17	Pretest Marketing and Test Marketing	
	18	Product Launch	

MS-64 : INTERNATIONAL MARKETING

BLOCK	UNIT NOs.	UNIT TITLE	AUDIO TAPE	VIDEO TAPE
I		INTERNATIONAL MARKETING : AN INTRODUCTION	An Introduction to MS-64	Institutional Infrastructure to Export Promotion
	1 .	Scope and Size of International Markets		
	2	Conceptual Framework		
	3	Institutional Framework		
II		ENVIRONMENT OF INTERNATIONAL BUSINESS		
	4	Cultural Environment	Global Marketing Environment	
	5	Political and Legal Environment		
	6	Economic Environment		
III		POLICY FRAMEWORK AND PROCEDURAL ASPECTS		
	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		
II		SERVICES MARKETING MIX		
	5	Product and Price		
	6	Place and Promotion		
	7	Extended Marketing Mix		
III		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	
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		MR 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: Techniques and Developments	
	5	Sampling		
	6	Questionnaire Design and Development		
	7	Attitude Measurement and Scaling		
III		DATA PROCESSING AND ANALYSIS		
	8	Qualitative Research - Meaning, Scope and Methodologies		
	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 Analysis		
	13	Conjoint Analysis		
	14	Cluster Analysis and Multi-dimensional Scaling		
	15	Applications of Marketing Research in India — Some Case 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
III		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
III		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	C R M
	17	Monitoring and Controlling Retail Operations
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
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
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 ENTERPRISES

BLOCK	UNIT NOs.	UNIT TITLE	AUDIO TAPE	VIDEO TAPE
I		ENTREPRENEUR AND ENTREPRENEURSHIP		
	1	Entrepreneurship: Micro, Small and Medium Enterprises (MSMEs)	Introduction to MS-93	Policy and Institutional Infrastructure for Small Enterprises Entrepreneurial Competencies
	2	Entrepreneurial Competencies		
	3	Institutional Interface for Micro, Small and Medium Enterprises		
II		ESTABLISHING SMALL SCALE ENTERPRISES		
	4	Opportunities Scanning and Identification		
	5	Market Assessment for MSMEs		
	6	Choice of Technology and Selection of Site		
III		SMALL SCALE ENTERPRISES — GETTING ORGANISED		
	7	Financing the Micro, Small and Medium Enterprises		
	8	Preparation of the Business Plan		
	9	Ownership Structure and Organisational Framework		
IV		OPERATING THE SMALL SCALE ENTERPRISE		
	10	Financial Management Issues in MSMEs		
	11	Operations Management Issues in MSMEs		
	12	Marketing Management Issues in MSMEs		
	13	Organisational Relations in MSMEs		
V		PERFORMANCE APPRAISAL AND GROWTH STRATEGIES		
	14	Management Performance Assessment and Control	Lessons from Successful Entrepreneurs	Growth and Stabilisation Strategies of Small Enterprises
	15	Strategies for Stabilisation and Growth		
	16	Managing Family Enterprises		
	17	Internalization of Small Business		

MS-94 : TECHNOLOGY MANAGEMENT

BLOCK	UNIT NOs.	UNIT TITLE	AUDIO TAPE	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 Transfer	
	5	Generation and Development		
	6	Transfer		
III		TECHNOLOGY ABSORPTION AND DIFFUSION		
	7	Absorption		
	8	Assessment and Evaluation		
	9	Diffusion		
IV		TECHNOLOGY ENVIRONMENT		
	10	Science & Technology in India	Technology	Intellectual
	11	Policies	policy in	Property
	12	Linkages	India	Rights-I & II
			I & II	
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
III		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
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 MANAGEMENT

BLOCK	UNIT NOs.	UNIT TITLE
I		INTRODUCTION TO INTERNATIONAL BUSINESS
	1	Dynamics of International Business
	2	International Trade Theories and its Business Implications
	3	Process of Globalization
II		INTERNATIONAL BUSINESS ENVIRONMENT
	4	PESTEL
	5	WTO Agreement and its Implications
	6	Regional Trade Blocks
	7	Risk Analysis
III		STRATEGIES AND STRUCTURES OF INTERNATIONAL BUSINESS
	8	International Business Strategies
	9	Organisational Structures and Strategies of International Business
	10	International Entry Strategies
	11	Strategic Alliances
IV		INTERNATIONAL BUSINESS FUNCTIONS
	12	International HRM
	13	International Finance
	14	International Marketing
	15	International Operations Management
V		EMERGING ISSUES
	16	Business Ethics and Corporate Social Responsibility
	17	Emerging Economies
	18	E-business
	19	Operating in a Borderless World

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 Derivative 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
II		EXCHANGE MARKET OPERATIONS
	5	Exchange Risk Management
	6	Clearing and Settlement Systems
	7	Technology in Derivatives 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 Arithmetic
	4	Economic Variables Impacting Exchange Rates
II		CURRENCY DERIVATIVES AND RISK MANAGEMENT
	5	OTC and Exchange Traded Products
	6	Forward Contracts
	7	Currency Futures Trading
	8	Currency Options
III		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		RESEARCH AND ANALYSIS
	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