

# Course Components of Management

Block	Unit	Unit Title Nos.	Block	Unit	Unit Title Nos.
MS-1 ;	Management Functions and Behaviour of a Manager		VI	Employer-Employee Relations	
1	Task of a Professional Manager		19	Regulatory Mechanisms in Industrial Relations	
2	Responsibilities of a Professional Manager		20	Dealing with Unions and Associations	
3	Management Systems and Processes		21	Industrial Democracy	
4	Managerial Skills		22	Grievance Handling and Discipline	
Decision Making			MS-3 : Economic and Social Environment		
5	Organisational Context of Decisions		/	Economic and Social Environment	
6	Decision Making Models		1	Economic Environment of Business	
7	Decision Making-Techniques and Processes		2	Socio-cultural and Politico-legal Environment	
8	Management by Objectives		3	Changing Role of Government	
Organisational Climate and Change			II	Structure of the Indian Economy	
9	Organisational Structure and Managerial Ethos		4	Structural Dimensions of Indian Economy	
10	Management of Organisational Conflicts		5	Structure of Indian Industry	
11	Managing Change		6	Public Sector in India	
*	Organisational Structure and Processes		7	Private Sector in India	
12	Organisational Structure and Design		8	Small Sector in India	
13	Managerial Communication		9	Sickness in Indian Industry	
14	Planning Process		III	Planning and Policies	
15	Controlling		10	Planning Goals and Strategies	
16	Delegation and Interdepartment Coordination		11	Evolution of Industrial Policy	
•	Behavioural Dynamics		12	Regulatory and Promotional Framework	
17	Analysing Interpersonal Relations		IV	External Sector	
18	Leadership Styles and Influence Process		13	India's Foreign Trade	
19	Group Dynamics		14	India's Balance of Payments	
MS-2 ; Management of Human Resources			15	Export and Import Policy	
Human Resource Management: Context, Concept and Boundaries			16	Foreign Capital and Collaborations	
1	The Changing Social Context and Emerging Issues		17	India's External Debt	
2	The Concept and Functions of Human Resource Management		V	Economic Reforms Since 1991	
3	Structuring Human Resource Management		18	Industrial Policy of 1991	
Getting Human Resource			19	Economic Reforms: Liberalisation, Globalisation and Privatisation	
4	Job Analysis and Job Design		20	Financial Sector Reforms	
5	Human Resource Planning		21	Fiscal Sector Reforms	
6	Attracting the Talent: Recruitment, Selection, Outsourcing		22	Economic Reforms and Social Justice	
7	Socialisation, Mobility and Separation		MS-4: Accounting and Finance for Managers		
Performance Management and Potential Assessment			I	Accounting Framework	
8	Competency Mapping		1	Accounting and its Functions	
9	Performance Planning and Review		2	Accounting Concepts and Standards	
10	Potential Appraisal, Assessment Centres and Career and Succession Planning		3	Accounting Information and its Applications	
11	HR Measurement and Audit		II	Understanding Financial Statements	
Human Resource Development			4	Construction and Analysis of Balance Sheet	
12	Human Resource Development System		5	Construction and Analysis of Profit and Loss Account	
13	Training		. 6	Construction and Analysis of Funds Flow and Cash Flow Statement	
14	Mentoring and Performance Coaching		III	Cost Management	
15	Building Roles and Teams		7	Understanding and Classifying Costs	
Compensation and Reward Management			8	Absorption and Marginal Costing	
16	Laws Covering Wages, Welfare and Benefits		9	Cost-Volume-Profit Analysis	
17	Compensation Strategy, Structure, Composition		10	Variance Analysis	
18	Reward Management				

Block	Unit Nos.	Unit Title
IV		<b>Financial and Investment Analysis</b>
	11	<b>Financial Management : An Introduction</b>
	12	<b>Ratio Analysis</b>
	13	<b>Leverage Analysis</b>
	14	<b>Budgeting and Budgetary Control</b>
15	<b>Investment Appraisal Methods</b>	
V		<b>Financial Decisions</b>
	16	<b>Management of Working Capital</b>
	17	<b>Capital Structure</b>
	18	<b>Dividend Decisions</b>

#### MS-5 : Management of Machines and Materials

I		<b>Operations Management</b>
	1	<b>Operations Management - An Overview</b>
II		<b>Facilities Planning</b>
	2	<b>Product Selection</b>
	3	<b>Process Selection</b>
	4	<b>Facilities Location</b>
	5	<b>Facilities Layout and Materials Handling</b>
	6	<b>Capacity Planning</b>
III		<b>Work and Job Design</b>
	7	<b>Work Design</b>
	8	<b>Job Design</b>
IV		<b>Operations Planning and Control</b>
	9	<b>Planning and Control for Mass Production</b>
	10	<b>Planning and Control for Batch Production</b>
	11	<b>Planning and Control for Job Shop Production</b>
	12	<b>Planning and Control of Projects</b>
13	<b>Maintenance Management</b>	
V		<b>Value Engineering and Quality Assurance</b>
	14	<b>Value Engineering</b>
	15	<b>Quality Assurance</b>

VI		<b>Materials Management</b>
	1	<b>Purchase System and Procedure</b>
	6	<b>Inventory Management</b>
	1	<b>Stores Management</b>
	7	<b>Standardisation, Codification and Variety Reduction</b>
	1	<b>Waste Management</b>

#### MS-6 : Marketing for Managers

I		<b>Marketing and Its Applications</b>
	1	<b>Introduction to Marketing</b>
	2	<b>Marketing in a Developing Economy</b>
	3	<b>Marketing of Services</b>
II		<b>Marketing Planning and Organisation</b>
	4	<b>Planning Marketing Mix</b>
	5	<b>Market Segmentation</b>
	6	<b>Marketing Organisations</b>
7	<b>Marketing Research and its Applications</b>	
III		<b>Understanding Consumers</b>
	8	<b>Determinants of Consumer Behaviour</b>
	9	<b>Models of Consumer Behaviour</b>
10	<b>Indian Consumer Environment</b>	
IV		<b>Product Management</b>
II		<b>Product Decisions and Strategies</b>

Block	Unit Nos.	Unit Title
	12	<b>Product Life Cycle and New Product Development</b>
	13	<b>Branding and Packaging Decisions</b>
V		<b>Pricing and Promotion Strategy</b>
	14	<b>Pricing Policies and Practices</b>
	15	<b>Marketing Communications</b>
	16	<b>Advertising and Publicity</b>
	17	<b>Personal Selling and Sales Promotion</b>
VI		<b>Distribution and Public Policy</b>
	18	<b>Sales Forecasting</b>
	19	<b>Distribution Strategy</b>
	20	<b>Managing Sales Personnel</b>
	21	<b>Marketing and Public Policy</b>
	22	<b>Cyber Marketing</b>

#### MS-7 : Information Systems for Managers

I		<b>Information Technology for Managers</b>
	1	<b>Information Technology: An Overview</b>
	2	<b>Computer Systems</b>
	3	<b>Computer Software</b>
	4	<b>Networking Technologies</b>
II		<b>Information Systems - I</b>
	5	<b>In MIS Perspectives</b>
	6	<b>Information Systems Economics</b>
	7	<b>Management Information and Control Systems</b>
8	<b>Information Systems Security</b>	
III		<b>Information Systems - II</b>
	9	<b>Information Systems and Functional Area Applications</b>
	10	<b>Transaction Processing Systems-I: Human Resource and Marketing Management</b>
	11	<b>Transaction Processing Systems-II: Operations and Financial Management</b>
12	<b>Integrated Applications</b>	
IV		<b>System Analysis and Computer Languages</b>
	13	<b>Building Information Systems</b>
	14	<b>System Analysis and Design</b>
15	<b>Computer Programming and Languages</b>	
V		<b>Support Systems for Management Decisions</b>
	16	<b>Database Resource Management</b>
	17	<b>Data Ware Housing and Data Mining</b>
	18	<b>Tactical and Strategic Information Management: DSS and ESS</b>
	19	<b>Intelligent Support Systems</b>
20	<b>Emerging Trends in IT</b>	

#### MS-8 : Quantitative Analysis for Managerial Applications

I		<b>Basic Mathematics for Managers</b>
	1	<b>Quantitative Decision Making - An Overview</b>
	2	<b>Function and Progressions</b>
	3	<b>Basic Calculus and Applications</b>
	4	<b>Matrix Algebra and Applications</b>
II		<b>Data Collection and Analysis</b>
	5	<b>Collection of Data</b>
	6	<b>Presentation of Data</b>
	7	<b>Measures of Central Tendency</b>
8	<b>Measures of Variation and Skewness</b>	

Block	Unit Nos.	Unit Title
<b>III</b>		<b>Probability and Probability Distributions</b>
	9	Basic Concepts of Probability
	10	Discrete Probability Distribution
	11	Continuous Probability Distributions
	12	Decision Theory
<b>IV</b>		<b>Sampling and Sampling Distributions</b>
	13	Sampling Methods
	14	Sampling Distributions
	15	Testing of Hypotheses
	16	Chi Square Tests
<b>V</b>		<b>Forecasting Methods</b>
	17	Business Forecasting
	18	Correlation
	19	Regression
	20	Time Series Analysis
<b>MS-9: Managerial Economics</b>		
<b>I</b>		<b>Introduction to Managerial Economics</b>
	1	Scope of Managerial Economics
	2	The Firm: Stakeholders, Objectives & Decision Issues
	3	Basic Techniques
<b>II</b>		<b>Demand and Revenue Analysis</b>
	4	Demand Concepts and Analysis
	5	Demand Elasticity
	6	Demand Estimation and Forecasting
<b>III</b>		<b>Production and Cost Analysis</b>
	7	Production Function
	8	Cost Concepts and Analysis I
	9	Cost Concepts and Analysis II
	10	Estimation of Production and Cost Functions
<b>IV</b>		<b>Pricing Decisions</b>
	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
<b>V</b>		<b>Comprehensive Case</b> Competition in Telecommunication Service Provision

### MS-10: Organisational Design, Development and Change

<b>I</b>		<b>Understanding Organisations</b>
	1	Approaches to Understanding Organisations
	2	Factors Affecting Organisation Structures
<b>II</b>		<b>Organisational Design</b>
	3	Typology of Organisation Structures
	4	Some Basic Organisation Design and Restructuring Strategies
<b>III</b>		<b>Approaches to Work Design</b>
	5	Organising and Analysing Work
	6	Job Design
	7	Emerging Issues of Work Organisation and Quality of Working Life
<b>IV</b>		<b>Organisational Analysis</b>
	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

Block	Unit Nos.	Unit Title
<b>V</b>		<b>Organisational Development and Change</b>
	12	Organisational Development (OD)
	13	Alternative Interventions
	14	Process of Change
	15	Change Agents: Roles and Competencies
	16	Institution Building

### MS-11 : Strategic Management

<b>I</b>		<b>Introduction to Strategic Management</b>
	1	Concept of Strategy
	2	Process of Strategy
	3	Strategic Framework
<b>II</b>		<b>Strategic Analysis</b>
	4	Environmental Analysis
	5	Competitive Forces
	6	Internal Analysis
<b>III</b>		<b>Business Level Strategy</b>
	7	Cost
	8	Differentiation and Focus
<b>IV</b>		<b>Corporate Level Strategy</b>
	9	Growth Strategies-I
	10	Growth Strategies-II
	11	Strategic Alliances
	12	Turnaround
<b>V</b>		<b>Implementation and Control</b>
	13	Structural Dimensions
	14	Behavioural Dimensions
	15	Control
	16	Evaluation of Strategy

### MS-21 : Social Processes and Behavioural Issues

<b>I</b>		<b>Social Processes and Issues</b>
	1	Indian Environment: The Changing Scenario
	2	Social Issues and Organizational Relevance
	3	Organisational Values and Work Ethics
<b>II</b>		<b>Intra Personal Processes</b>
	4	Understanding Human Behaviour
	5	Perception
	6	Learning
	7	Motivation
	8	Human Emotions at Work
<b>III</b>		<b>Interpersonal Processes</b>
	9	Interpersonal Issues, Communication and Conflict
	10	Counseling Processes
	11	Behavioural Modification
	12	Persuasion
<b>IV</b>		<b>Group and Inter-group Processes</b>
	13	Group Formation and Group Processes
	14	Group Dynamics
	15	Leading and Building Teams
	16	Conflict Resolution

Block	Unit Nos.	Unit Title
V		<b>Organisational Processes</b>
	17	Power Dynamics
	18	Political Processes
	19	Learning Organisations
	20	Cross Cultural Issues
	21	Organisational Culture

#### MS-22: Human Resource Development

I		<b>HRD : Concept and System</b>
	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		<b>HRD Systems and Profession</b>
	7	Reward System
	8	Self Renewal System
	9	HRD for Workers
	10	Professionalisation of HRD
	11	HRD Strategies and Experiences
III		<b>Comparative HRD</b>
	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		<b>HRD Issues and Experiences</b>
	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

I		<b>Basics of Human Resource Planning</b>
	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		<b>Approaches to Analysing Job</b>
	6	Job Analysis
	7	Changing Nature of Roles
	8	Job Evaluation : Concepts and Methods
	9	Competency Approaches to Job Analysis
III		<b>Key HR Practices</b>
	10	Recruitment
	11	Selection
	12	Dislocation and Relocation of Employees
	13	Orientation
	14	Career and Succession Planning
	15	Performance and Potential Appraisal

Block	Unit Nos.	Unit Title
IV		<b>Intellectual Capital Accounting</b>
	16	Human Resource Information System
	17	Human Resource Audit
	18	Human Resource Accounting

#### MS-24: Employment Relations

I		<b>Conceptual Framework of Employment Relations</b>
	1	Concept, Scope and Approaches to Industrial Relations
	2	Evolution of Industrial Relations and Current Developments
	3	Constitutional and Legal Framework of Industrial Relations : Conventions, ID Act, Trade Union Act
II		<b>Trade Unionism</b>
	4	Trade Union Development and Functions
	5	Trade Union Structure and Recognition
	6	Managing Trade Unions
	7	Managerial Unionism
	8	Employers' Organisations
III		<b>Collective Bargaining</b>
	9	Nature and Content of Collective Bargaining
	10	Negotiation Skills
	11	Issues and Trends in Collective Bargaining
IV		<b>Employee Involvement</b>
	12	Evolution, Structure and Process
	13	Design and Dynamics of Participative Forums
	14	Strategies for Implementing Participation
V		<b>Grievance Handling and Discipline</b>
	15	Grievance Function in Industrial Relations
	16	Conciliation, Arbitration and Adjudication
	17	Discipline in Industry
VI		<b>Trends in Employment Relations</b>
	18	Strategic Employee Relations : Emerging Trends
	19	Cultural Aspects of Employment Relations