

## Management

(Section 1-10: 50 Marks)

(Section -11: 50 Marks)

### Section 1:

Management – Concept, Process, Theories and Approaches, Management Roles and Skills

Functions – Planning, Organizing, Staffing, Coordinating and Controlling. Communication – Types, Process and Barriers.

Decision Making – Concept, Process, Techniques and Tools

Organisation Structure and Design – Types, Authority, Responsibility, Centralisation, Decentralisation and Span of Control

Managerial Economics – Concept & Importance

Demand analysis – Utility Analysis, Indifference Curve, Elasticity & Forecasting Market Structures – Market Classification & Price Determination

National Income – Concept, Types and Measurement Inflation – Concept, Types and Measurement Business Ethics & CSR

Ethical Issues & Dilemma Corporate Governance Value Based Organization

### Section 2:

Organisational Behaviour – Significance & Theories

Individual Behaviour – Personality, Perception, Values, Attitude, Learning and Motivation

Group Behaviour – Team Building, Leadership, Group Dynamics Interpersonal Behaviour & Transactional Analysis

Organizational Culture & Climate

Work Force Diversity & Cross Culture Organisational Behaviour

Emotions and Stress Management

Organisational Justice and Whistle Blowing

Human Resource Management – Concept, Perspectives, Influences and Recent Trends

Human Resource Planning, Recruitment and Selection, Induction, Training and Development Job Analysis, Job Evaluation and Compensation Management

### Section 3:

Strategic Role of Human Resource Management Competency Mapping & Balanced Scoreboard Career Planning and Development

Performance Management and Appraisal

Organization Development, Change & OD Interventions Talent Management & Skill Development Employee Engagement & Work Life Balance

Industrial Relations: Disputes & Grievance Management, Labour Welfare and Social Security Trade Union & Collective Bargaining

International Human Resource Management – HR Challenge of International Business  
Green HRM

**Section 4:**

Accounting Principles and Standards, Preparation of Financial Statements

Financial Statement Analysis – Ratio Analysis, Funds Flow and Cash Flow Analysis, DuPont Analysis

Preparation of Cost Sheet, Marginal Costing, Cost Volume Profit Analysis Standard Costing & Variance Analysis

Financial Management, Concept & Functions

Capital Structure – Theories, Cost of Capital, Sources and Finance Budgeting and Budgetary Control, Types and Process, Zero base Budgeting

Leverages – Operating, Financial and Combined Leverages, EBIT–EPS Analysis, Financial Breakeven Point & Indifference Level.

**Section 5:**

Value & Returns – Time Preference for Money, Valuation of Bonds and Shares, Risk and Returns;

Capital Budgeting – Nature of Investment, Evaluation, Comparison of Methods; Risk and Uncertainly Analysis

Dividend – Theories and Determination

Mergers and Acquisition – Corporate Restructuring, Value Creation, Merger Negotiations, Leveraged Buyouts, Takeover

Portfolio Management – CAPM, APT

Derivatives – Options, Option Payoffs, Option Pricing, Forward Contracts & Future Contracts

Working Capital Management – Determinants, Cash, Inventory, Receivables and Payables Management, Factoring

International Financial Management, Foreign exchange market

**Section 6:**

Strategic Management – Concept, Process, Decision & Types

Strategic Analysis – External Analysis, PEST, Porter's Approach to industry analysis,

Internal Analysis – Resource Based Approach, Value Chain Analysis

Strategy Formulation – SWOT Analysis, Corporate Strategy – Growth, Stability, Retrenchment, Integration and Diversification, Business Portfolio Analysis - BCG, GE Business Model, Ansoff's Product Market Growth Matrix

Strategy Implementation – Challenges of Change, Developing Programs McKinsey 7s Framework

Marketing – Concept, Orientation, Trends and Tasks, Customer Value and Satisfaction

Market Segmentation, Positioning and Targeting

Product and Pricing Decision – Product Mix, Product Life Cycle, New Product development, Pricing – Types and Strategies

Place and promotion decision – Marketing channels and value networks, VMS, IMC, Advertising and Sales promotion

### **Section 7:**

Consumer and Industrial Buying Behaviour: Theories and Models of Consumer Behaviour

Brand Management – Role of Brands, Brand Equity, Equity Models, Developing a Branding Strategy; Brand Name Decisions, Brand Extensions and Loyalty

Logistics and Supply Chain Management, Drivers, Value creation, Supply Chain Design, Designing and Managing Sales Force, Personal Selling

Service Marketing – Managing Service Quality and Brands, Marketing Strategies of Service Firms

Customer Relationship Marketing – Relationship Building, Strategies, Values and Process

Retail Marketing – Recent Trends in India, Types of Retail Outlets.

Emerging Trends in Marketing – Concept of e-Marketing, Direct Marketing, Digital Marketing and Green Marketing

International Marketing – Entry Mode Decisions, Planning Marketing Mix for International Markets

### **Section 8:**

Statistics for Management: Concept, Measures Of Central Tendency and Dispersion, Probability Distribution – Binomial, Poisson, Normal and Exponential

Data Collection & Questionnaire Design Sampling –  
Concept, Process and Techniques

Hypothesis Testing – Procedure; T, Z, F, Chi-square tests  
Correlation and Regression Analysis

Operations Management – Role and Scope

Facility Location and Layout – Site Selection and Analysis, Layout – Design and Process

Enterprise Resource Planning – ERP Modules, ERP implementation  
Scheduling; Loading, Sequencing and Monitoring

Quality Management and Statistical Quality Control, Quality Circles, Total Quality Management – KAIZEN, Benchmarking, Six Sigma; ISO 9000 Series Standards

Operation Research – Transportation, Queuing Decision Theory, PERT / CPM

**Section 9:**

International Business – Managing Business in Globalization Era; Theories of International Trade; Balance of payment

Foreign Direct Investment – Benefits and Costs

Multilateral regulation of Trade and Investment under WTO International Trade Procedures and Documentation; EXIM Policies Role of International Financial Institutions – IMF and World Bank

Information Technology – Use of Computers in Management Applications; MIS, DSS

Artificial Intelligence and Big Data

Data Warehousing, Data Mining and Knowledge Management – Concepts Managing Technological Change

**Section 10:**

Entrepreneurship Development – Concept, Types, Theories and Process, Developing Entrepreneurial Competencies

Intrapreneurship – Concept and Process

Women Entrepreneurship and Rural Entrepreneurship

Innovations in Business – Types of Innovations, Creating and Identifying Opportunities, Screening of Business Ideas

Business Plan and Feasibility Analysis – Concept and Process of Technical, Market and Financial Analysis

Micro and Small Scale Industries in India; Role of Government in Promoting SSI Sickness in Small Industries – Reasons and Rehabilitation

Institutional Finance to Small Industries – Financial Institutions, Commercial Banks, Cooperative Banks, Micro Finance.

**Section 11:**

**Research Aptitude:** Research: Meaning, Characteristics and types; Steps / Methods of Research; Research Ethics; Research and Scientific Methods; Deductive Vs Inductive Research; Defining and formulating the research problem; Important concepts related to Research design; Computing skills for scientific research

**Reading Comprehension and Communication:** Unseen passage based on a research article; Nature of Scientific Communication; Barriers of Communication

**Reasoning:** Number series; Letter series; Alphabetical codes; Structure of Arguments; Analytical Reasoning

**Data Interpretation:** Measures of Central Tendency, Standard Deviation & Error; Basic probability; Graphical Representation and Mapping of Data; Quantitative and Qualitative Data Analysis

**Information and Communication Technology (ICT):** ICT: Meaning, advantages, disadvantages and usage General abbreviations and terminologies; Basics of internet and emailing

**Note: Due weightage should be given for all units of the syllabus**