

PAPER – II - MANAGEMENT

The paper comprises of 5 sections. 10 questions from each section are to be asked.

a. General Management

Evolution of Management Thought; Managerial Processes, Functions, Skills and Roles of Managers in an organization; Social Responsibility of Business;

Planning; Nature and purpose of planning process, principles of planning, Types of planning, Advantages and Limitation of planning.

Strategies and Policies; Concept of Corporate Strategy, formulation of strategy, Types of strategies, Types of policies, principles of formulation of policies, Decision Making.

Organizing : Nature and Purpose of Organizing, Bases of Departmentation, Span Relationship, Line Staff Conflict, Bases of Delegation, Kind of Delegation and Decentralization, Methods of Decentralization, Management by objective (MBO).

Controlling: Concept and Process of Control, Control Techniques, IT as a control tool.

Business Communication Importance and nature of business communication, Effective communication skills; Process of communication Oral and Non-Verbal communication, Barriers and gateways in communication.

Nature and scope of Managerial Economics. Importance of Managerial decision making; Marginal analysis; Objective of a firm, Demand function, Elasticity of demand and its significance in Managerial decision- making; Cost curves and economics of scale; Price and output determination under perfect competition, monopoly, monopolistic, competition and oligopoly;

Liberalisation, Privatization, globalization, industrial policy and industrialization trends, public enterprise reforms and disinvestment programmes; competitive environment; financial environment India's current balance of payment position globalization trends.

Note : The syllabus may also include other related topics at Post Graduate Level.

b. Marketing Management

Nature, scope and concept of marketing; The Marketing environment and Environment scanning; Understanding consumer and Industrial markets;

Market segmentation, Targeting and positioning;

Product decisions product mix, product life cycle, new product development, branding and packaging decision;

Pricing methods and strategies;

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Promotion decision – Promotion Mix advertising, sales, promotion publicity and personal selling: Channel management- Types and function, Selection Cooperation and conflict management, Marketing Logistics:

Evaluation and control of marketing efforts:

Ethics in Management:

Current issue in marketing: Role of information Technology on Marketing, Brand Equity, Global Marketing- EPRG Framework, International Business Environment, Foreign Market entry: CRM: Societal Marketing: Green Marketing: Service Marketing: Retail Marketing : Rural Marketing.

Note: The syllabus may also include other related topics at post-graduation level.

C. Human Resources Management and Organisation Behaviour

Field of HRM: Overview, Concept and HR function and policies, Personnel to HRM

Acquisition of Human Resources: Job Analysis, Job Description, Job Specification, Man power Planning, recruitment, Selection, Induction, Placement, Promotion and Transfer.

Development of Human Resources: Training and Development, Performance Appraisal, Career and Succession Planning.

Maintenance of Human Resource:

Compensation and Reward Management, Employee Welfare: Industrial Relation and Trade Unions' Dispute Resolutions and Grievance Management.

Individual Behaviour: Foundation Personality, Perception, Values, Job Attitudes, Learning, Motivation Concept and Theories.

Group Behaviour: Foundation Defining and Classifying Group, Group structure and process, conflict Negotiation and inter group Behaviour, Leadership Significance, Styles and Theories.

Organization Change and development: Conflict Management: Stress Management.

Note: The syllabus may also include other related topics at post-graduation level.

D. Accounting and Financial Management

Accounting Concept and conventions: Formation and importance of accounting standards: Accounting Process.

Journal, ledger and Trail Balance: Preparation of Financial statements - Trading and P&L account and Balance Sheet.

Management Accounting: Nature scope and tools of Management Accounting: Management Accounting vs. Financial Accounting, Financial Analysis, Ratio Analysis Fund – Flow Statement, Cash Flow Statement.

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Depreciation: Depreciation concept, Advantages and Disadvantages. SLM and WDV Methods.

Cost- Volume-Profit Analysis: BEP, Margin of Safety, P/V Ratio,

Ration Analysis – Liquidity, Profitability, Leverage, Activity.

Leverage Analysis: Operating Financial and Combined Leverages.

Capital Budgeting: Time Value of Money, DCF and Non DCF Methods for Evaluating Projects.

Cost of Capital: Cost of Debt, Cost of Preference, Cost of Equity, Weighted Average cost of Capital.

Theories of Capital Structure, Factors Determining capital Structure, Optimum Capital Structure; Management of working capital – Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy; Financial Modeling.

Primary Market & Secondary Market; Regulation of Indian Securities Market; Stock Market Volatility.

Note: The Syllabus may also include other related topics at Post Graduate Level.

e. Management Science and Information Technology (IT)

Production and Operations Management: Nature and Scope of Production and Operations Management, Facility Location: Types of Manufacturing Systems and Layouts; Layout Planning and Analysis; Line Balancing, Production Planning and Control in Mass Production, in Batch and Job Order Manufacturing; Capacity Planning Product Planning and Selection, Process Planning, Aggregate Planning and Master Production Scheduling. Maintenance Management, Material Management; An Overview of Material Management Material Requirement Planning and Inventory Control; JIT; Purchase Management; Stores Management; Quality – Assurance; Acceptance Sampling, Statistical Quality Control, Total Quality Management; ISO- 9000.

Computers, Hardware, Software, Classifications, Operating System, Memories, IT Concept, IS Concepts, SDLC, MS office Networks, Internet, WWW, Recent Development in IT

Note :- The Syllabus may also include other related topics at Post Graduate- Level

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