

## SYLLABUS

### Subject: MANAGEMENT

#### **Unit – I : Business Management, Behaviour and Governance**

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, Management practices in Virtual Organisation, 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, Ethics in Business & CSR, Ethical Issues & Dilemma Corporate Governance Value Based Organisation.

#### **Unit – II: Organisational Behaviour**

Nature of Organisational Behaviour, Scope and Managerial Applications, Individual and Group Behaviour, Personality, Perception, Values, Attitude, Learning and Motivation, Types of Groups, Group Formation, Team Building, Group Dynamics, Interpersonal Behaviour, Transactional Analysis, Interpersonal conflicts and its resolutions, Joher window, Leadership and Motivation, Organizational Change and Development, Organisational Culture, Managing Cross Cultural Diversity at workplace.

#### **Unit-III: Human Resource Management**

Nature of HRM, Objectives & Functions of HRM, HR Policy, Philosophy and functions, Industrial relations, Employee engagement and commitment, work life balance, Analytics in HRM, E-HRM, HR practices in Virtual Organisation, SHRM, IHRM, Cross-vergence, Green HRM in Virtual Organisation, Women in International assignment, IHRM practices in Europe, USA, Japan and India, Recent trends and challenges in IHRM.

#### **Unit– IV: Accounting Principles and Practices**

Accounting Principles, 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, Forensic Accounting, Environmental Accounting, HR Accounting, Non-

Financial Indicators (NFIs) in Accounting, Ind-AS, IFRS, IAS, US-GAAP, Harmonization Challenges and issues

#### **Unit –V: Financial Management**

Nature and Scope, Finance Functions, Objectives of Financial Management, Valuation Concepts and Valuation of Securities, Capital budgeting decisions, Working Capital Management, Risk Analysis, Capital Structure and Cost of Capital, Dividend policy determinants, Long-term and Short-term financing instruments, Mergers and Acquisitions, Corporate restructuring,.

Nature and scope of International Financial Management, International Monetary System, International Financial Markets- Equity, Debt, Bill, Bond, Derivatives and Foreign Exchange Market, Crypto Currency and Block Chain mechanism, Financial Analytics in Decision making.

#### **Unit – VI: Strategic Management**

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, Blue Ocean Strategy, Strategy Implementation & Control– Challenges of Change, Developing Programs McKinsey 7s Framework, Control interventions- Technological, HR, MBO

#### **Unit –VII: Marketing Management**

Nature of Market, Marketing & Marketing Management, Traditional & Modern Marketing, Concept of Marketing, Marketing Environment, Marketing Information Systems and Marketing Research, Buyer Behaviour, Market Segmentation, Product Decisions, Product Mix, Product Life Cycle, New Product development, Branding and Packaging, Pricing methods and Strategies, Promotion decisions – Promotion mix, Channel Management, Vertical Marketing systems, Service Marketing, 7 P’s of Service Marketing, International Marketing Analytics and decisions, Modern technology in Marketing, Cross-Cultural advertising – Challenges & Opportunities.

#### **Unit –VIII: Business Statistics and Operations Research**

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, Technology in Research-SPSS, R Software, Python and Econometrics, Report writing.

#### **Unit –IX: International Business**

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, One Belt One Road, RCEP, QUAD, G-8 Countries, BRIC, 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

#### **Unit – X: Entrepreneurship Development**

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, Startups: Nature, incubators, accelerators.