

Paper title: Perspectives of Management

Paper number Paper - 1
Maximum marks

Model Question Papers / Past Question Papers

Syllabus details

1. Introduction: Concept of Management: Definition – Nature – Purpose – Scope and Significance – Management Vs. Administration- Universality of Management Principles – Evolution of Management thought – Approaches to Management – Process of Management – Internal and External environment Forces – Functions of Management.

2. Planning: Concept and Significance – Types of Plans – Objectives – Management by objectives, by exception, by crisis - Strategies – Policies – Procedures – Rules – Programmes- Planning Premises
Decision Making: Decision Making Process – Decision Tree Analysis – Linear Programming – Game Theory.

3. Organizing: Nature and Purpose – Principles of organisation: formal and informal organisation- span of control – Hierarchy - Authority and responsibility – Delegation of authority –centralisation – decentralisation – Line and Staff conflict and cooperation – Plural executive – Committees – Board of Directors.
Staffing: The Nature and purpose of staffing - Recruitment – Selection – Placement and Promotion – training – Executive development programmes.

4. Direction: Elements of Directing – Communication – Importance Process – Media –barriers to Communication: Effective communication – Motivation and importance in management- Leadership.

5. Control: Process of Control – Reporting system for Control- Modern Control Techniques – PERT and CPM.
Indian Management Scenario: Business Class in India – Management Development in India- Social responsibilities of business and managers role.

RECOMMENDED BOOKS:

Harold Koontz & Heinz Wehrich : Management
Peter F. Drucker : Practice of Management
L A. Alien : Management and Organisation
Newman & Summer : The Process of Management
Black & Moulton : Managerial Grid
A. Das Gupta : Business & Management in India
Sahru S. Rangneker : In the Wonderland of Indian Managers
Prasad. Lallan & S.S. Guhan : Management principles and Practice
M. Benarjee : Modern Management
Sherlekar & Sherlekar : Principles of Business Management

Paper title: Human Resource Management

Paper number Paper - 2
Maximum marks

Model Question Papers / Past Question Papers

Syllabus details

1. Human Resource Management: Concept – Scope – Legacy – Objectives – Principles – Policies – Procedures – Programmes – Internal and external Environment that effect HRM Programmes – Organisation of Human Resource Department.
2. Job Analysis and Design: Concepts – Need – Methods and Procedures – Job Analysis : Job description, Job specifications – Job design and job enrichment.
3. Human resources planning: Importance – forecasting demand and supply of employees in the organisation – forecasting techniques – skill – inventory and replacement chart.
4. Recruitment: Concept – Policy – external influences on recruitment – sources of recruitment – Methods of recruitment – recruitment practices in India.
5. Selection, Placement, Induction and Orientation: Concepts – Selection criteria – Steps in selection process – Selection tools – Application blank – Psychological tests – Interviewing – Reference checks – Physical Examination – Placement – Induction – Orientation.
6. Performance Appraisal: Concept – Evaluation Techniques - Communication and Counseling.
7. Training and Development: Concepts – Objectives – Needs – Policies – Methods – Employee learning – Managerial Development – Evaluation of training Programmes – Career Planning.
8. Promotion – Concept – Demotions – Transfers – Separations – Management Inventory.
9. Compensation: Concept – Policies – Methods of wage payments and incentives – Employees benefits and service.
10. Motivation: Concept – Theories – Job satisfaction – Employees’ participation and decision effectiveness.
11. Conservative Concept: Physical conservation Employees safety and health – Mental conservative Grievance settlement procedures – Discipline – Disciplinary proceedings Domestic enquiry – absenteeism – Turnover.
12. Industrial relations at enterprise level: Meaning of collective bargaining – Administering the contract – Union – Management cooperation.
13. Human Resources Development: Concept – Nature – Scope elements – Attitudes – Skills and skill development
14. Methods of Human Resources development: Potential appraisal – Individual and group coaching – Quality circles – lecture method – correspondence method – Programmed learning – binary storming – panel discussions – syndicate method – business games – Sensitivity training – T-Group training – Encounter groups – Behaviour modification – Role playing – Transactional analysis – 3.D Management.
15. Human Resources Development Practices in India: agencies / Institution involved in HRD – Programmes – Evaluation of HRD future and prospective of the HRD.

RECOMMENDED BOOKS:

1. Sharma, N. Baladev, R. Not: Bread alone, Shri Ram Centre for Industrial Relations and

Human Resources, New Delhi, 1987.

2. Monappa, Arun and Saiyadain, M.S: Personnel Management, New Delhi, Tata McGraw Hill, 1981.

3. Parekek Udai and Rao, T.V: Designing and Managing Human Resources Systems, New Delhi, Oxford and IBH, 1981.

4. De, R. Nitish, : Alternative Designs of Human Organisations, . Sage Publications, New Delhi, 1984.

5. Irancevich John, M. and Glueck William, R: Foundations of Personnel and Human Resources Management, Revised Edition, m 1983, Business Publications, inc.

6. Sekaran, Uma: Organisational Behaviour: Test and cases, Tata McGraw Hill Publishers Ltd, New Delhi, 1989.

Paper title: Financial Management

Paper number

Paper - 3

Maximum marks

Model Question Papers / Past Question Papers

Syllabus details

1. FINANCIAL MANAGEMENT: An over view – Finance – Finance function – Scope of finance function – Financial Management - Meaning – Objectives - Financial Management and the goals of the firm and the society – Financial decisions – Organization of finance function – Role of Finance Manager (Theory only).
2. ENVIRONMENT OF FINANCE: Forms of Business Organization – Brief and General description of the tax system, regulations, financial assets, financial intermediaries, financial market, money market, capital market (Theory only).
3. INVESTMENT DECISIONS: Nature of investment decision – Capital Budgeting – meaning and importance – Types of Capital Budgeting decisions – Capital Budgeting process – Cash flows estimation and measurement – Investment criterion – methods of appraisal – Traditional Technique – Payback period – Evaluation of payback period – Accounting Rate of Return and its evaluation – Discounted Cash Flow Methods – Time value of Money – Present Value – Discounted Cash Flows – Net Present Value Method – Interpretation of NPV Evaluation of NPV Method – Internal Rate of Return Method – Interpretation of IRR – Merits and demerits of IRR method – Payback – Reciprocal and Rate of Return – Profitability Index – Evaluation of Profitability Index – net present Value Vs. Profitability index – NPV Vs. IRR – Equivalence and difference – Ranking independent and dependent Projects – Non-Conventional investments – NPV and IRR choice of the methods – capital rationing – Meaning – Reasons – Selection Process under capital rationing (including problems) Risk analysis in capital budgeting – risk – Meaning – Nature – Types – Measurement – Conventional techniques to handle risk – Payback Period – Risk – adjusted discount rate – Certainly – Equivalent – Statistical Techniques to handle risk – Probability assignments – Standard deviation and Co-efficient of variation – Probability Distribution approaches – Independent and dependent cash flow over time (Theory only).
4. FINANCE DECISIONS: Leverage – Concept of leverage – Operating – Meaning Measurement – Break-even point – Break-even analysis – Approaches to calculate break –even point –effect of variables on break-even point – Limitations of break even analysis – Financial leverage – Meaning – Measurement – EBIT – EPS analysis – Calculation of indifference points – Degree of Financial leverages – Combined leverage – Meaning – Measurement – Importance (including problems).
5. CAPITAL STRUCTURE: Meaning – Determinants of capital Structure – Optimum Capital Structure – Capital Structure Theories – Net Income approach – Net operating income approach – Traditional view – MM Hypothesis (Theory only).
6. COST OF CAPITAL: Concepts – Importance – Specific cost of capital for various sources of finance – Cost of debt – cost of preference capital – Cost of equity capital – cost of external equity – Cost of retained earnings – Cost of rights issue – Cost of convertible securities – Weighted average cost of capital – Book Value and market value weights – Marginal cost of capital – Weighted average cost of new capital (including problems).
7. WORKING CAPITAL MANAGEMENT: An overview – Concepts of working capital – Need for working capital – Evils of excess or inadequate working capital – Determinants of working capital – Optimum level of current assets – Current assets and fixed assets – Liquidity Vs. Profitability – Risk – Return tangle – Estimating working capital needs – Financing and control of working capital (including problems).
8. MANAGEMENT OF CASH RECEIVABLES AND INVENTORY: Motive for holding cash – Cash management objectives – Cash Motive for holding cash – cash management – Basic strategies – Cash management techniques or processes (including problems) Receivable

Management – Objectives – Credit policies – Aspect of credit policy - Credit procedure for individual accounts – Collection policies and procedure (including problems) Inventory management – Objectives – Inventory management techniques – E.O.Q – Recorder Point – Safety stock computation – Selective inventory control- ABC analysis – Financial Manager's role in inventory management (including problems).

9. DIVIDEND DECISIONS: Dividend policy – Formulation – Practical consideration – dividends and share valuation – Dividend Theories – Traditional position – Walter's Model – Gordon's Model – M-M Hypothesis (including problems).

10. VALUATION OF THE FIRM: Concept of value – True values – Liquidation value – Going concern value – Book value – replacement value – Market value – Valuation of bonds (or debentures) – Valuation of Preference Shares – Valuation of equity shares – Dividends capitalization – Earning capitalization (including problems).

RECOMMENDED BOOKS:

1. Van Home. James C. "Financial Management", Prentice Hall of India (P) Ltd, New Delhi.
2. Hampton, John J. "Financial Decision Making", Prentice Hall of India (P) Ltd, New Delhi.
3. Solmon, Ezra and Pringle, John.J. "An Introduction to Financial Management ", Prentice Hall of India (P) Ltd, New Delhi
4. Khan, M.Y. & Jain P.K "Financial Management", Tata McGraw Hill Pub. Co. Ltd New Delhi.
5. Panday, I.M. "Financial Management", Vikas Publishing House (P) Ltd.
- 6 Chandra, Prasanna "Financial Management", Tata McGraw Hill pub.Co.Ltd, New Delhi.
- 7 Kulkarni, P.V. "Financial Management", Himalaya Publishing House, Bombay.
- 8 Maheswari S.N. "Principles of Financial Management", Sultan Chand & Sons, New Delhi.
- 9 Srivatsava R.M. "Essentials of Business Financial", Himalayan Publishing House, Bombay.
- 10 Upadhyay K.M. "Financial Management", Kalyan Publishing House, Ludhiana.

Paper number
Maximum marks

Paper - 4

Model Question Papers / Past Question Papers

Syllabus details

1. FOUNDATIONS OF MARKETING: Marketing Concept –The Marketing Orientation Vs production orientation – Production concept – Selling concept – societal dimensions of Marketing – The marketing concept as applied to Marketing Management. Marketing and Social Responsibility: Social pressures on marketing – Ecological pressure – Consumerism – Public Actions to regulate marketing – Marketing responses to Social pressures – Marketing ethics.
2. MARKETING ENVIRONMENT: Company's – Micro Environment: Company – suppliers –Intermediaries – customers – competitors and Publics – Marketing organisation and Interface with other departments in a Company Company's Macro Environment (with special reference to India) : Demographic – Economic – Natural – Technological – Political – Cultural – Social.
3. ANALYSIS OF THE MARKET PLACE: Marketing Planning – Strategic Marketing Planning – Product Portfolio – Analysis – Investment opportunity chart – PIMS Analysis – Competitive Strategies : Market leader, challenger, follower, niche strategies Components of marketing plan – Marketing budget – market segmentation – Concept differentiated – Differentiated – concentrated – New "Targeting variations . Market positioning: Types of positioning strategies – Positioning Maps.
4. UNDERSTANDING THE CONSUMER: Consumer Behaviour – Determinants: Social – Cultural – Group Factors – Psychological factors – Consumer Behaviour Models: Marshallian – Freudian – Pavlovian – Vebloniam – Howard – Sheth – Consumer decision-making : Dimensions – problems – Pre-purchase and post-purchase behaviours – Cognitive dissonance – Implications for Marketing Managers – Consumer adoption process – Organisational Buying Behaviour : Organisational market – Features Determinants of Purchase Behaviour – Implications for Marketing Manager.
5. PRODUCT CONCEPT AND STRATEGY: Concept of product – concept of augmented product – Product-Mix Strategy: Dimensions – Product-line decisions – Product Life Cycle (PLC). Introducing new Products: Pressures – Problems – Product Planning process Managing Existing products: Product modifications and product withdrawal Branding Strategy – Packaging Strategy – Other product related strategies.
6. PRICING AND PRICING STRATEGIES: Concept – Importance – Objectives – Factors influencing Pricing strategies and policies : Geographic pricing – Skimming and penetration pricing – Unit pricing – Price line – Resale price maintenance – Leader presiding – Psychological pricing – Price Vs. Non-price competition.
7. PLACING PRODUCTS: Marketing Channels: Nature – Functions – Levels – Types of Channel flows – Channel behaviour – Channel design decisions – Channel management – Channel conflict decisions.
8. PROMOTION PRODUCTS: Advertising: Objectives setting – Budget Decision – Message decision Advertising evolution – Sales Promotion: Decisions in Sales Promotion – Sales promotions tools – pre-testing. – Publicity: Objectives – Decisions – Evolution – Personal Selling.
9. MARKETING CONTROL: Marketing Control: Annual Plan control – Strategic control – Profitability control – Marketing audit – Assessing information needs – Developing information needs – Marketing intelligence – Information systems – Marketing Research – Distinction with marketing assessments.
10. MARKETING IN NON-BUSINESS ORGANISATIONS: Nature – Scope – Non-Business attitudes towards marketing – Role of marketing in service sector – Organisation Marketing – Place marketing – Person marketing – Idea marketing.

RECOMMENDED BOOKS:

1. Gandhi J.C. "Marketing – A Managerial Introduction" Tata McGraw – Hill Publishing Co. Ltd., New Delhi, 1989.
2. Stantor, J. William and Futrell, Charles "Fundamentals of Marketing " (8th Edn.) McGraw Hill International Editions, 1987.
3. Kotler, Philip "Principles of Marketing" (3rd Edn.) Prentice hall of India Pvt. Ltd, New Delhi, 1987.
4. Mandell, I. Maurice and Rosenberg, J. Larry "Marketing (2nd Edn) Prentice Hall of India, New Delhi, 1987.
5. Amarchand.D.and Varadharajan B. "An Introduction to Marketing" Vikas Publishing House Pvt Ltd, New Delhi, 1986.
6. Jha and Shah "Marketing Management in Indian Perspective" Himalaya Publishing House, New Delhi, 1986.
7. Taylor, Jr., L. Jack and Robb, F. James "Fundamentals of Marketing: Additional Dimensioins" (Selections from the Literature)

(2nd Edn) Tata McGraw Hill Publishing Company Pvt. Ltd, New Delhi, 1978.

8. Britt, Stuart Handerson and Boyd, Jr. Harper. W. "Marketing Management and Administrative Action" (4th Edn.) McGraw Hill Kogakuso Ltd., International Student Edn., 1978.

PG Diploma Courses : **PG Diploma in Business Management (PGDBM)**

Paper title: **Managerial Economics**

Paper number

Paper - 5

Maximum marks

Model Question Papers / Past Question Papers

Syllabus details

1. Concepts and Techniques: Introduction to Managerial Economics – Fundamental Concepts – Basic Techniques.
2. Demand Decisions: Demand Concepts – Demand Analysis – Demand Elasticities and Demand Estimates – Demand Forecasting.
3. Input – Output decisions: Production Concepts and Analysis – Cost Concepts and Analysis - Empirical Estimates of Production and Costs.
4. Price – Output Decisions: Market Environment of Price Out-Put Decisions by the Firm and the Industry – Analysis of Market Structure – Large Group Case – Analysis of Market Structure – Small Group Case – Pricing strategies and Tactics.
5. The Firm in Theory and Practice: Economic Theory of Firm – The Behavioural Theory of the Firm – Managerial Theories of the Firm – Profit Concepts and analysis.
6. Investment Decisions: Capital Budgeting – Public Investment Decision – The Economics of Risk and Uncertainty.

RECOMMENDED BOOKS:

1. Dean Joel (1976) : Managerial Economics PHI, New Delhi
2. Douglas Evan J, 1983 : Managerial Economics, Theory, Practice & Problems; PHF, New Delhi.
3. Mote V.C. Samuel Paul
And GS Gupta, 1977 : Managerial Economics – Concepts & Cases, TMH
4. Wildsmith JR 1972 : Managerial Theories of the Firm (Martin-Robertson)
5. K.K. Seo, : Managerial Economics, Richard D. Irwin Inc, 1988

