

Subject: **MANAGEMENT**

**Paper - II**  
**M.B.A Syllabus**

**PART-A**

**Unit-I: Business Behaviour & Decisions**

Demand Analysis, Production Function, Cost-output relations, Market structures, Pricing theories, Macro-Economics, National Income concepts, Monetary & Fiscal Policy, Balance of Trade and Balance of Payments, Business Cycle.

**Unit-II: Organizational Behaviour**

The concept and significance of organizational behaviour, Skills and roles in an organization, Classical, Neo-classical and modern theories of organizational structure, Organizational design, Understanding and Managing individual behaviour, Personality, Perception, Values, Attitudes, Learning, Motivation. Understanding and managing group behaviour, Processes, Inter-personal and group dynamics, Communication, Leadership, Change management, Conflict management and resolutions, Organizational development.

**Unit-III: Human Resource Management**

Concepts and perspectives in HRM, HRM in changing environment, Human resource planning- Objectives, Process and Techniques, Job analysis & Job description, Recruitment & Selection, Induction, Training and Development, Performance management systems, Potential assessment, Job evaluation, Compensation Management, Industrial Relations, Trade Unions, Dispute resolution and Grievance management, Labour Welfare and Social security measures, Challenges & Opportunities in HRM, International HRM dimensions.

**Unit-IV: 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

**Unit-V: Marketing Management**

Nature of Market, marketing & marketing management, Traditional & Modern Marketing, Concepts 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, Services marketing, 7Ps of Services Marketing, Recent Trends in Marketing.

### **Unit-VI: Production & Operations Management**

Nature, Characteristics, Significance and limitations of Production Management, Facility location, Layout planning and analysis, Production planning and control-production process analysis, Demand forecasting for operations, Determinants of product mix, Production scheduling, Work measurement, Time and motion study, Statistical Quality Control. Role and scope of Operations Research, Linear Programming, Sensitivity analysis, Duality, Transportation model, Inventory control, Queueing theory, Decision theory, Markov analysis, PERT /CPM.

### **Unit-VII: Operations Research & Quantitative Techniques**

Probability theory, Probability distributions-Binomial, Poisson, Normal and Exponential, Correlation and Regression analysis, Sampling theory, Sampling distributions, Tests of Hypothesis, Large and small samples, t, z, F, Chi-square tests. Decision Theory, Assignment Models, Use of Computers in Managerial, applications, Technology issues and Data processing in organizations, Information systems, MIS and Decision making, System analysis and design, ERP, Trends in Information Technology, Internet and Internet-based applications.

### **Unit-VIII: Strategic Management & International Business**

Concept of corporate strategy, Components of strategy formulation, Strategy implementation and Evaluation, Ansoff's growth vector, BCG Model, Porter's generic strategies, SWOC Analysis, Competitor analysis, Strategic dimensions and group mapping, Industry analysis, Strategies in industry evolution, fragmentation, maturity, and decline, Competitive strategy and corporate strategy,

Trans-nationalization of world economy, Managing cultural diversity, Global Entry strategies, Globalization of financial system and services, Managing international business, Theories of International Business, Competitive advantage of nations, Trade Blocks and WTO.

## **Unit-IX:Entrepreneurship Development**

Concepts-Types, Characteristics, Motivation, Competencies and its development, Innovation and Entrepreneurship, Small business-Concepts Government policy for promotion of small and tiny enterprises, Micro, Small & Medium Enterprises, Process of business opportunity identification, Detailed business plan. preparation, Managing small enterprises, Planning for growth, Sickness in Small Enterprises, Rehabilitation of sick enterprises, Intrapreneurship. ISO Certifications, New Age Entrepreneurs Women Entrepreneurs.

## **Unit-X: Business Ethics & Corporate Governance**

Nature of Business ethics, Need and importance of business ethics, Competition issues, legal issues, philanthropic issues, Economic issues, framework for ethical decision making,

Moral philosophies: Teleological, deontology, virtue ethics, ethics of care, ethics of egoism,

Ethics in finance, HRM, Marketing, IT, & Production

Corporate frauds & crimes, corporate disclosure, covert and overt ethical problems,

Corporate Governance, meaning and definition, board composition, principles of corporate governance, Clause 49 of SEBI listing agreement, different committee recommendations, on corporate governance in India.

## **PART – B**

### **Strategic Functional Management**

#### **Unit-1: Accounting for Managers**

**Basics of Accounting:**Role of Financial Accounting, Functions, Basic Accounting Concepts and Conventions underlying the preparation of Financial Statements, Double entry book keeping system, Books of Accounts & Trial Balance and Preparation of Profit & Loss Account and Balance Sheet, Rectification of errors.

**Accounting Standards and Policy:**Introduction to Accounting Standards and Accounting Policy Choices, Revenue recognition, Inventory Valuation, Principles of Inventory Valuation, Fixed Assets and Depreciation Accounting and Principles Involved. Financial Reports, Notes on Accounting and Principles Involved. Contingent Liabilities and Post Balance Sheet Events.

**Analysis and Interpretation of Financial Statements:** Understanding the status and Performance of Enterprise. Cash Flow Statement Funds Flow Statement and Ratio Analysis. Trend, inter firm, industry and recent reports of different companies for analysis.

## **Unit-2: Business Environment & Legal System**

Nature of business Environment, Micro & macro Environmental Factors, Political and legal environment, Technical Environment, Socio-cultural Environment, Economic Environment, Physical Environment, Global Environment.

Multi-National Corporations, Benefits & limitations, Approaches to Global business: Ethno-centric, Poly-centric, Geo-Centric, Regio-Centric. Routes of firms going global, Anti-Dumping,

**Business Laws:** Competition Act, 2002, Patents Act, 2005, IT Act, 2000, FEMA, 1999, Consumer Protection Act, 1986, Environment Protection Act, 1986.

## **Unit-3: Strategic and International HRM**

Nature of Strategic HRM, Strategic role of HRM, Planning and Implementing Strategic HR policies, HR Strategies to increase firm performance.

### **Managing Global Human Resources**

HR and the internationalization of business, improving international Assignments through selections, Training and maintaining international Employees, Cross cultural training, expatriation & repatriation. Developing international Staff and Multinational Teams, Multinational, Global, and Transnational Strategies, Strategic Alliances, Sustainable Global Competitive Advantage, Globally Competent Managers, Location of Production Facilities.

### **Recent Techniques in HRM**

Employees for lease, Moon lighting by employees, Blue moon to full moon, Dual career groups, Flexi-time and Flexi-work, Training and Development: Organization's Educational Institutes, Management Participation in Employee's Organization, Consumer Participation in Collective Bargaining, Collaborative Approach, Employee's Proxy, HR accounting, Organizational Politics, Exit Policy and Practice, Future of HRM.

### **Labour Legislations:**

Industrial disputes Act, Factories Act, Payment of Wages Act, Workmen Compensation Act, ESI & PF Act,

## **Unit: 4:Advanced Marketing management**

### **Individual Determinants of Consumer Behaviour**

Consumer needs & motivation, personality and self-concept, consumer perception, learning & memory, nature of consumer attitudes, consumer attitude formation and change.

### **Introduction to Retailing**

Definition, functions of retailing, types of retailing, forms of retailing based on ownership. Retail theories, Wheel of Retailing, Retail life cycle. Retailing in India: Influencing factors, present Indian retail scenario. Retailing from the International perspective.

### **Impact of IT in Retailing**

Non store retailing, The impact of Information Technology in retailing, Integrated systems and networking, EDI, Bar coding, Electronic article surveillance, Electronic shelf labels, Customer database management system. Legal aspects in retailing, Social issues in retailing, Ethical issues in retailing.

### **Nature and Scope of International Marketing**

Features of International Marketing , Need for international Trade, International Marketing Environment, The basis of International Trade, Tariff and Non-Tariff barriers, International marketing intelligence: Requirement and Sources of Information's – systems and marketing research – Problems in International Marketing research.

## **Unit: 5: Advanced Financial Management**

**International Finance:** Introduction, Meaning of International Finance, Issues involved in International business & Finance, Currency to be used, Credit worthiness, Methods of Payment,

**International Financial Management:** Meaning of International Financial Management, Scope and significance of International financial management in international markets.

**Introduction to Investment Management:** Meaning of Investment, Selection of Investment, Classification of Securities, Risk and Uncertainty, Types of Risks, Risk and Expected Return, Measurement of Portfolio Risk, Benefits of Diversification, Investment Strategies, Types of Companies and Stocks, Matrix approach in Investment Decision, Investment Avenues.

**International Financial Markets and Instruments:** Forex Markets, Cash and spot Exchange Markets, Euro Currency market. Capital and money markets –

GDRs, ADRs, ADS - Bonds, FRNs - Cross currency rates and interest rate arbitrage, Problems on Basic Exchange Rate mechanism.