

# MANAGEMENT

CODE-28

## PAPER-I

**Management :-** The candidates should make a study of the development of the field of management as a systematic body of knowledge and acquaint himself adequately with the contributions of leading authorities on the subject. He should study the role, function and behaviour of a manager and relevance of various concepts and theories to the Indian context. Apart from these general concepts, the candidate should study the environment of business and also attempt to understand the tools and techniques of decision making.

**The candidate would be given choice to answer any five questions.**

**Organisational behaviour and Management Concepts:-** Significance of social, Psychological factors for understanding organisational behaviour. Relevance of theories of motivation, Contribution of Maslow, Herzberg, Mc-Gregor, Mc-Clell and other leading authorities, Research studies in leadership, Management by objectives. Small group and inter-group behaviour. Application of these concepts for understanding the managerial role conflicts and co-operation, work norms, and dynamics of organisational behaviour. Organisational change. Organisational Design Classical Non-classical and open systems, theories of organisation. Centralisation, Decentralisation delegation, authority and control. Organisational structure, systems and processes strategies, policies and objectives. Decision making, Communication and Control. Management, information system and role of computer in management.

**Economic Environment :-** National income, analysis and its use in business forecasting. Trends and structure in Indian Economy a Government Programmes and Policies. Regulatory policies, monetary, fiscal and planning and the impact of such macro-policies on enterprise decisions and plans. Demand analysis and forecasting, cost analysis, pricing decisions under different market structures- pricing of joint products and price discrimination capital budgeting- application under Indian conditions. Choice of projects and cost benefit analysis, choice of production techniques.

**Quantitative Methods :-** Classical optimization : Maxima and minima of single and several variables : optimization under constraints- Applications. Linear. Programming ; Problem formulation- Graphical Solution- Simplex method waiting Lines- Mm-1 systems zero sum. Game theory of 2X2 or 3X3 dimensions. Formulation of Transportation and assignment Models of linear programming and methods of solutions.

**Statistical Methods:** Measures of Central tendencies and variations-Application of Binomial, poisson and Normal distributions. Time series-Regression and correlation. Tests of Hypothesis-Decisions making under risk. Decision Trees, Replacement Theory. Minimax, Maximin criterion of decision making. Different criterion for selecting optimum strategies.

# PAPER-II

The candidate would be required to attempt five questions but not more than two questions from any one section.

## Section-I

Marketing Management - Marketing and Economic Development. Marketing concept and its applicability to the Indian economy- Major tasks of management in the context of developing economy. Rural and Urban Marketing, their prospects and problems.

Planning and Strategy in the content of domestic and export marketing- concept of marketing mix-market Segmentation and product differentiation strategies- consumer Motivation and behaviour consumer Behavioural Models-Product Brand distribution, public distribution system, price and promotion.

Decisions :- Planning and control of marketing programmes - marketing research and models- sales Organisational dynamics- marketing information systems. Marketing audit and control.

Export incentives and promotional strategies - Role of Government, trade association and individual organisation- problems and prospects of export marketing.

## Section-II

### Production and Material Management :

Fundamentals of production from management point of view. Types of manufacturing systems continuous repetitive, intermittent. Organising for production, long range, forecast and aggregate. Production planning. Plant Design. Process planning, plant size and scale of operations. Location of plant, lay-out of physical facilities. Equipment replacement and maintenance.

Functions of production planning and Control Routing. Loading and Scheduling, for different types of production systems. Assembly Line, Balancing, Machine Line Balancing.

Role and importance of materials management, Material Handling Value Analysis. Quality Control, Waste and scrap disposal, Make or Buy decision, codification, Standardisation and spare parts inventory. Inventory control- ABC Analysis. Economic order quantity. Reorder point safety stock. Two Bin system waste management DGS & Depurchase process and procedure.

## Section-III

**Financial Management** :- General tools of financial Analysis : Ratio analysis, funds flow analysis, cost-volume-profit analysis, cash budgeting- financial and operating leverage.

**Investment Decision** :- Steps in capital expenditure management, criteria for investment appraisal, cost of capital and its application in public and private sectors. Risk analysis in investment decisions, organisational evaluation of capital expenditure management with special reference to India.

**Financing Decisions** :- Estimating the firms of financial requirements, financial structure determinations, capital markets, institutional mechanism for funds, with special reference to India, security analysis, leasing and sub-contracting.

**Working Capital Managements** :- Determining the size of the working capital, managing the managerial attitude towards risk in working capital, management of cash, inventory and accounts receivables, effects of inflation on working capital management.

**Income Determination and Distribution :**

Internal financing determination of dividend policy, implication of inflationary tendencies in determining the dividend policy valuation and dividend policy.

Financial Managements in public sector with special reference to India.

Performance budgeting and principles of financial accounting. Systems of management control.

**Section-IV**

**Human Resource Management:-** Characteristics and significance of Human Resources. Personal Policies- Manpower, policy and planning-Recruitment and selection technique-Training and Development promotions and Transfers, Performance Appraisal-job Evaluation. Wage and Salary Administration-Employee Morals and Motivation. Conflict Management, Management of change and Development.

**Industrial relations.** Economy and Society in India, Worker profile and Management style in India, Trades Unionism in India. Labour Legislation with special reference to Industrial Disputes Act, payment of Bonus Act. Trade Unions Act Industrial Democracy and Workers Participation in Management, collective bargaining Conciliation and adjudication, discipline and grievances handling in Industry.