

UNIT - I

1. **Introduction to Management** : Concept, Scope, Significance, Role, Nature, Purpose, Management as Profession, Management & Administration, Functions of Management.
2. **Management Thought** : Neo-Classical School, Classical Schools, Systems School, Contingency Approach to Management.
3. **Leadership** – Definition and Functions of Leadership. Leaders vs. Managers, Leadership Styles _ Autocratic, Democratic, Free-rein Leadership, Theories of Leadership – Trait Theory, Behavioural Theory, Fiedler's Contingency Models.
4. **Organisational Change** : Meaning and definition, Levels of Change, the Change Process : Types of Change; The Change Agents; Resistance to Change.
5. **Introduction to Accounting** : Meaning, Scope and Role of Accounting, Accounting Concepts & Convention, Accounting as an Information System, Nature of Accounting information, Recording of Transaction in Journal and Ledger, Trial-Balance, Preparation of Final Accounts.
6. **Management Accounting** : Meaning, Functions, Scope Utility and Limitations of Management Accounting, Tools of Management Accounting, Difference between Management Accounting and Financial Accounting.
7. **Cost Concept** : Meaning, Nature, Objective and Importance of Cost Accounting, Concept of Cost, Elements of Cost, Cost Sheet.

UNIT - II

1. **Fuctions of Management:- Planning , Organising , Staffing , Directing , Controlling,**
2. **Organisational Climate :** Definition, Factors affecting Organisational Climate, Measurement of Organisational Climate, Morale, Factors Influencing Morale, Measurement of Morale, Job-Satisfaction – Importance, Determinants.
3. **Communication :** Importance and Nature of Communication, Effective Communication Skills, Process of Communication,
4. **Fund Flow Statement and Cash Flow Statement :** Meaning, Uses, Limitations, Preparation of Fund-flow Statement and Cash-flow Statement. Difference between Fund-flow Statement and cash-flow Statement.
5. **Standard Costing & Variance Analysis :** Concept and variance analysis , Standard Cost and other Cost System-Standard Costing and its relationship with Historical Cost, Budgetary Control and Standard Costing. **Variance Analysis :** Concept of Variance, Classification of Variance – Material Variance, Labour Variance.
6. **Marginal Costing :** Concept of Marginal Cost and Marginal Costing, basic Characteristics of Marginal Costing, Working of Marginal Costing – Income determination under absorption and Marginal Costing, Role of Contribution, Practical Application of Marginal Costing, Cost-Volume – Profit Analysis, Key factor, Advantages and Limitations of Marginal Costing.

UNIT - III

1. **Demand Analysis :** Concept of Demand, Demand schedule, Demand Curve and Demand Function. Individual vs. Market Demand, Types of Demand – Price Demand, Income Demand and Cross Demand. Elasticity of Demand and Determinants of elasticity of Demand. Forecasting of Demand –
2. **Cost Analysis :** Cost Concept and different types of cost.
3. **Introduction to Quantitative Techniques :** Importance of Quantitative Techniques in Managerial Decisions, Graphs of frequency distributions. Histogram, Frequency Polygon, Frequency Curve, Ogive.
4. **Measures of Central Tendency – Arithmetic Mean, Median and Mode. Measures of Dispersion –** Range, Mean Deviation and Standard Deviation and their Significance.
5. **Correlation and Regression :** Correlation – Definition and Significance, Karl Pearson's Coefficient of Correlation and Ran Correlation Coefficient, Method of least squares and Interpretation of Coefficient of Correlation.
6. **INFORMATION SYSTEMS :** Date and information, Characteristics of Information, Importance of Information for Managers.
7. **COMPUTER APPLICATIONS IN INFORMATION MANAGEMENT :** Computer based Information Systems (CBIS),
8. **Introduction :** Concept and emergence of Ethics, its relevance in business sphere, Ethics & Morality, Ethics & Values, Need for value driven management, India culture, Ethics and Materialism.
9. **Work Ethics :** Concept of Work Ethics, Ethical decision-making, corporate social responsibility, ethical interfaces in public and private sectors.

UNIT - IV

1. **Production Functions** – Law of diminishing return – Concept, Assumptions, Characteristics, Total Product, Average Product and Marginal Product.
2. **Pricing Decisions** : Perfect Competition – Monopoly , Oligopoly .
3. **Index Numbers** : Definition and Uses, Problems in constructing Index Numbers, Consumer price Index Numbers, Construction of Consumer Price Index-Aggregate Expenditure Method, Family Budget Method, Index Number of Industrial Production. Fisher's Ideal Index Number, Time Reversal Test and Factor Reversal Test.
4. **Set Theory** : Definition of a Set, Presentation of Sets, Types of Set – Finite, Infinite, Null, Singleton, Equal, Equivalent, Universal, Sub-sets, Super-sets, Venn Diagrams, Union of Sets, Intersection of Sets, Disjoint Sets, Compliment of Sets, Difference of Sets. De Morgan's Law, Associative, Communicative and Distributive Properties of Sets, Factorials, Permutation, Combination.
5. **Probability** : Random experiment, Event, Compound Events, Mutually Exclusive Events, Exhaustive Events, Complementary Events, Equally likely Events, Addition Law of Probability, Conditional Probability, Multiplication Law of Probability, Dependent Events, Independent Events, Application of Baye's Theorem.
6. **BUSINESS INFORMATION STORAGE AND RETRIEVAL** : Introduction to Database Management System (DBMS), Components.
7. **MODERN BUSINESS INFORMATION MANAGEMENT TRENDS** : E-Business, E-Commerce, M-Commerce, Electronic Payment system (EPS), online Banking, On-line Auctions and Trading, E-CRM and E-SCM Framework. IT in Government Organisation. E-governance.
8. **Indian Ethics** : Philosophical foundation of India ethics, Empirical vs. Eternal ethics, Ethical principles from contemporary corporate world.
9. **Corporate Governance** : Corporate governance as strategic alternative, Concept of corporate governance, Governance chain, shareholders, stake holders and governing bodies, Rights of creditors and lenders, Relations with clients, change of ownership, Information disclosure – ethical considerations, Corporate culture and ethics, Emerging dimensions in e-governance.

UNIT - V

1. **Production Planning & Control** : Meaning, Scope and Functions of Production Management, Characteristics of production planning and control, Process of production planning and control, Importance and Objectives of Production Planning and Control, Techniques of Production Planning and Control – Routine, Scheduling, Dispatching and Expediting.
2. **Network Programming** : A Difference between CPM and PERT.
3. **Location and Lay-out of Plant** : Meaning of Plant location, Factors influencing location, Weber's theory of location, Sargant Fluency's theory. Meaning and objectives of Plant lay-out. Factors to be considered for lay-out.
4. **Marketing Fundamentals** : Nature, Tasks and Philosophies of Marketing, Marketing Environment – Micro and Macro elements, Basics of Marketing Research, Market segmentation, Targeting and Positioning.
5. **Consumer Behaviour** : Consumer, Factors influencing consumer behaviour in Marketing Decisions.
6. **Introduction to Human Resource Management** : The concept, Importance, Function – Managerial and Operative, The changing concept of Human Resource Management, Introduction to social system approach HRM.

7. **Human Resource Planning of a Firm** : Significance, Need for Human Resource Planning, steps involved in Human Resource Planning.
8. **Cost of Capital**: Cost of Equity capital, preferred capital, long term debt, Detained charges, Computation and Composite cost of capital.
9. **Capital Budgeting** : Concepts and Steps in Capital budgeting, Average rate of return, pay back period, Present value method, Internal rate of return.
10. **Analysis and Interpretation of Leverage** : Meaning, Types of Significance of leverages, Calculation and Interpretation of Financial, Operating and Composite Leverages.

UNIT - VI

1. **Introduction to Financial Functions** : Nature, Scope, Objectives, Importance and Changing role of finance functions, Maximisation of Profit vs. Maximisation of wealth.
2. **Sources of Capital** : Preferred stock and Common stock. Long term debt, Retained earning & their Features, Choice for sources of funds, Capital structure planning.
3. **Dividend Policy** : Classification of dividend, Factors governing dividend policies.
4. **Location and Lay-out of Plant** : Meaning of Plant location, Factors influencing location, Weber's theory of location, Sargant Fluency's theory. Meaning and objectives of Plant lay-out. Factors to be considered for lay-out.
5. **Inventory management** : Meaning, Objective Importance and Essentials of Inventory Control. Minimum and Maximum stocks limits, Safety stock, Danger Level Lead Time, Re-order level, Carrying Cost, Procurement Cost, Economic Order, Quantity (EOQ), Computation of EOQ, ABC analysis of Inventory, Various costs involved in Inventory Management.
6. **Quality Control** : Meaning, Objectives and Importance of Quality Control. Four phases of Quality Control, Inspection, Importance of statistical quality control, Control Charts, Types of Control Charts, Acceptance Sampling.
7. **Marketing Mix**: Product, distribution, pricing and promotion .
8. **Compensation** : Concept, Types, Methods of compensation.
9. **Participative Management** : The concept, growth of idea, importance & forms of participation in India.
10. **Measurement of Advertising Effectiveness** : Introduction, Concept of Effectiveness and measurement, DAGMAR approach, Types of advertising evaluation, Presenting and testing techniques, Role of research in determining positioning strategies for advertisement.
11. **Public Relations, Publicity & Sales Promotion** : Nature, Scope, Objectives, Functions and Tools of Public Relations, Corporate Advertising, Sales Promotion Techniques.

UNIT - VII

1. **Nature and Objectives of Research** : Meaning and types of Research, Research approaches and Research methods; Importance of Research in Managerial decision-making.
2. **Identification of Research Problem and Research Design** : Defining Research problem, Difficulties in identifying a problem, Identification and Formulation of a problem in social research, Concepts of research design, Types of research design, Experimental designs. Features of a good research design.
3. **Hypothesis** : Meaning and Types of hypothesis, Null hypothesis, Procedure of testing a hypothesis in social research, Problems in the Formulation and Testing of Hypothesis.
4. **Simplex Method** - Simplex Algorithm, Big-M method and Two phase method, Duality – definition of the dual problem, Primal-dual relationships, Dual simplex method, Sensitivity analysis.
5. **Law of Contract** : Introduction, definition, essential elements, Consideration, Void and Voidable agreements, law relating to agencies.
6. **Partnership** : Nature and classification. dissolution and winding up of Partnership.
7. **Company Law** : Company Management, Nature and Classification, Formation of a company, Control over companies.

- 8. Sources of Information :** Internal Business Records and their uses; Sales and financial records. The use of financial ratio's. External Sources of Information : Different published materials and their sources, Panel design, Original research and continuous research.
- 9. Applications of Marketing Research :** Motivation Research – Meaning, Importance, Objectives, Kinds of information sought in motivation research, Techniques and limitations.
- 10. Selling Process :** Selling and Salesmanship, Personal selling Nature & Scope, Objectives, Theory AIDAS theory, Right set of circumstances, Buying formula, Behavioural equation.
- 11. Sales Quota:** Meaning and importance, Quota setting.

UNIT - VIII

- 1. Collection of Data :** Primary and Secondary sources of data and their distinctive features, Observation method – its uses and limitations, Methods of collecting primary data, Questionnaires and Schedules, Feature of a good Questionnaires, Guidelines for constructing Questionnaires & Schedules for field surveys, Case-study method of data collection – its uses and limitations.
- 2. Sampling :** Universe vs. Sample, Fundamentals of sampling, Types of sampling and their features, Purposive sampling, Random sampling, Stratified sampling, Quota sampling and Judgment sampling for data collection, Selection of random samples and determination of random samples and determination of the size of samples.
- 3. Game Theory :** Concept of Game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.
- 4. Negotiable Instruments Act.**
- 5. Factories Act 1948 – An Overview.**
- 6. Industrial Disputes Act, 1947 – An Overview.**
- 7. Minimum Wages Act, 1948 – An Overview.**
- 8. Right of Information Act – An Overview.**
- 9. Consumer Behaviour Decision Process :** Concept of consumer Behaviour, Consumer Psyche and Consumer behaviour. Consumer Behaviour and Marketing Research. Models of Consumer Behaviour-Howard-Sheth Model.
- 10. International Institutions :** World Bank, I.M.F., UNCTAD, GATT (I.T.C.)
- 11. Procedure & Documents :** Registration, Export quotations, Production and clearance of goods for exports, Shipping and Transportation, Insurance, Negotiation of documents, Instruments of payments – Bill of exchange, Letter of credit, Financing of export trade.

UNIT - IX

- 1. Introduction :** Nature and scope of Rural Marketing. Rural market environment. Challenges and opportunities of rural marketing. Rural consumer behaviour, 4P's in rural context.
- 2. Rural Pricing :** Determination of agricultural prices, Role of agriculture Price Commission, Role of State & Central Governments in pricing.
- 3. Industrial Marketing :** Nature and coverage of Industrial marketing, Industrial marketing vs. Consumer Marketing, Buying motives of Industrial Consumers, Nature of Industrial demand, Types and attributes of Industrial markets.
- 4. Services Marketing :** Characteristics of services, Classification of services, Service marketing environment, 7 P.s. of service marketing, Modern trend in service marketing.
- 5. Relationship Marketing :** The concept of relationship marketing, Applications of relationship marketing, customer acquisition and retention strategy, IT enabled marketing.

1. **Introduction** : Industrial relations; definition, Aspects of Industrial Relations, Scope and Different approaches in IR, Impact of New Economic Policy on IR with reference to India.
4. **Collective Bargaining** :
 - a) Meaning, scope and theories of Collective Bargaining.
 - b) Evolution and present position of Collective Bargaining in India, Future of Collective Bargaining in India.
7. (a) Trade Unions – Objectives, Methods, Types & Functions.
8. **INTRODUCTION** : Concept of HRD, Rationale and Assumptions, Managing Change through HRD, Corporate HRD, Concept of HRD Climate.
9. **INTRODUCTION** – Meaning and Definition of Organizational Development; Characteristics of Organizational Development, Need for Organizational Development, Benefits; Limitations; Assumptions.
10. **SCOPE AND OBJECTIVES** : Objectives of Organizational Development; Organizational Development vs Management Development; Areas of Organizational Development; Importance and Significance of Organizational Development; Values of Organizational Development.
11. **Financial Planning** : Meaning of Financial Planning, Characteristics of a sound Financial Plan, need for Financial Planning, Financial Plan and factors to be considered in drafting a Financial
12. **Financial Reporting System**: Objective of Financial Reporting, Reporting need of different levels of Management, Elements of Financial Report and Basic consideration, Types of reporting, Preparation and uses, structure of Financial Report, Financial Reporting Practices in Public and Private Sectors in India.

UNIT - X

1. Labour Welfare : Meaning, Definition, Types, Necessities, Agencies.
2. **Social Security : Meaning, Definitions, Methods, Necessities.**
3. Social security Legislations : Employees' Compensation Act, 1923; Employees' State Insurance Act, 1948, Employees Provident Fund and Miscellaneous Provisions Act, 1952; Payment of Gratuity Act, 1972; Maternity Benefit Act, 1961.
4. **COMPENSATION** : Concept, Objectives, Dimensions, Role and Significance, Components of wages, Wage and Salary administration in Indian Industrial System.
5. **Profit Planning and Cost-volume-Profit Analysis**: Meaning of profit planning, Concept of Cost-Volume-Profit relationship, concept of Break Even Analysis and Profit-volume Ratio and their Limitations.
6. **Financial Decision Making** : Concept of Financial decision-making, Relevant cost and Differential cost, Exploring New Markets, Discontinuance of a Product line, Make or Buy Decisions, Equipment Replacement Decisions, Decision to Expand or Contract, Shut Down or Continue.
7. **Introduction to Portfolio Management** : Meaning & concepts of Investment, Distinction between Investment and Speculation & Speculation and Gambling, Meaning of Investment Portfolio and Investment Portfolio Management, Types of Investors – Individual Investors and Institutional Investors, Selection Timing of Investments.
8. **INTRODUCTION** : Concept of Risk, Types of Risk, Measurement of Risk, Measuring effect of price risk. Management of Risk : Insurance, Asset / Liability Management. Hedging, size and cost of Hedge. Measuring cost of Hedge.

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- 9. FUTURES** : Concept and Types of Futures, Purpose of Futures Markets, Overview of Futures Market Reading the futures price, Futures price and Expectations, Functions of Future Markets.
- 10. OPTIONS** : Meaning and Type of Options. Categorization of Options. Hedging with options : Zero-cost options, Delta Hedging with options. Options pay-offs and Options Strategies. Black-Scholes model for options pricing. Put-call Parity. Synthetic options.
- 11. PROJECT FORMULATION AND APPRAISAL** : Concept of Project and Project Management, Project Concealing, Project identification, Appraisal strategies, Project life cycle, Profitability and financial projections, Project formulation, Appraisal and Evaluation : Appraisal procedures of Financial Institutions.
- 12. Overview of Corporate Finance** : Patterns of corporate finance (Corporate Market Benchmarking), Common Stock, Debt. Financial Market & Intermediation, time value of Money.
- 13. Financing the entrepreneurial firm** : Venture capital, Strategic Alliance, Agency Theory, Strategic Financial management, Micro Financing.

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