

MANAGEMENT STUDIES (MBA)

DETAILED SYLLABUS FOR PART A & B

PART –A GENERAL PAPER ON TEACHING AND RESEARCH APTITUDE

I. Teaching Aptitude

- Teaching : Nature, objectives, characteristics and basic requirements;
- Learner's characteristics;
- Factors affecting teaching;
- Methods of teaching;
- Teaching aids;
- Evaluation systems.

II. Research Aptitude

- Research : Meaning, characteristics and types;
- Steps of research;
- Methods of research;
- Research Ethics;
- Paper, article, workshop, seminar, conference and symposium;
- Thesis writing: its characteristics and format.

III. Reading Comprehension

- A passage to be set with questions to be answered.

IV. Communication

- Communication : Nature, characteristics, types, barriers and effective classroom communication.

V. Reasoning (Including Mathematical)

- Number series; letter series; codes;
- Relationships; classification.

VI. Logical Reasoning

- Understanding the structure of arguments;
- Evaluating and distinguishing deductive and inductive reasoning;
- Verbal analogies : Word analogy – Applied analogy;
- Verbal classification;
- Reasoning Logical Diagrams : Simple diagrammatic relationship, multi-diagrammatic relationship;
- Venn diagram; Analytical Reasoning.

VII. Data Interpretation

- Sources, acquisition and interpretation of data;
- Quantitative and qualitative data;
- Graphical representation and mapping of data.

VIII. Information and Communication Technology (ICT)

- ICT : meaning, advantages, disadvantages and uses;
- General abbreviations and terminology;
- Basics of internet and e-mailing.

IX. People and Environment

- People and environment interaction;
- Sources of pollution;
- Pollutants and their impact on human life, exploitation of natural and energy resources;
- Natural hazards and mitigation

X. Higher Education System : Governance, Polity And Administration

- Structure of the institutions for higher learning and research in India; formal and distance education; professional/technical and general education; value education: governance, polity and administration; concept, institutions and their interactions.

PART-B

I - Managerial Economics

Nature and scope of Managerial Economics. Importance of Managerial decision—making; Marginal analysis; Objective of a firm, Demand function, Elasticity of demand and its significance in Managerial decision-making; Consumer equilibrium-utility and indifference curve approach; Price, income and substitution effects; Fundamentals of demand estimation and forecasting; Short-run and long-run production functions; Cost curves and economics of scale; Price and output determination under perfect competition, monopoly, monopolistic, competition, and oligopoly; Pricing strategies and tactics; National Income— alternative concepts aid measurement of National income; Inflation—types, measurement and control; Balance of Payments; Monetary and Fiscal Policies.

II - Business Statistics

Univariate Analysis : An overview of central tendency, dispersion, and skewness. probability Theory; Classical, relative and subjective probability, - Addition and multiplication probability models; Conditional probability and Baye's Theorem. Probability Distributions: Binomial, Poisson, and normal distributions; Their characteristics and applications. Sampling and sampling methods; Sampling and non-s Sampling errors's; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics. Statistical Estimation and Testing; Point and interval estimation of population mean, proportion, and variance; Statistical testing of hypothesis and errors; Large and small sampling tests—Z, t and F tests. Non—Parametric Tests: Chi-square tests; Correlation and Regression Analysis : Two variables case. Index Numbers : Meaning and types; Weighted aggregative indices-Laspeyre's and Paasch's indices; Uses and problems of Index number; Time Series Analysis; Trend Analysis.

III - Business Environment

Nature, components and determinants of business environment, dynamics of business environment, key indicators; Risk in business environment, Assessing business environment — country risk and political risk. Current state of business environment in India Economic reforms — Liberalisation, privatisation, globalisation, industrial policy and industrialisation trends, public enterprise reforms and disinvestment programmes; competitive environment; financial environment. India's current balance of payment position, globalisation trends, Trade reforms & trends, FIJI poky & trends, India's share in world economy. Trends in global trade & investment; Nature & operations of multilateral economic institutions- World Bank, WTO IMF and their impact on Indian business environment. Factors of global competitiveness.

IV - Operations Research

Management Science - Basic concepts and its role in decision- making; Linear programming, meaning, scope & assumptions. Formulation of linear programming problem & solution by graphical & Simplex methods. Some special cases like degeneracy, unbounded ness, infeasibility and multiple optimal solutions. Transportation and Assignment models including trans-shipment and routing problems; Some special cases like minimization , unbalanced problems, degeneracy in transportation models. Queuing theory; Inventory management techniques; PERT/CPM; Decision theory and decision trees; Game theory; Simulation.

V - Business Research Methodology

Nature and Scope of Research Methodology, Problem Formulation and Statement of Research, Objectives; Value and Cost of Information; Bayesian Decision Theory; Research Process; Research Designs - Exploratory, Descriptive and Experimental; Methods of Data Collection — Observational and Survey Methods; Questionnaire and Interviews. Attitude Measurement Techniques; Administration of Surveys; Sample Design; Selecting an Appropriate Statistical Technique. Field Work and Tabulation of Data; Analysis of Data; Use of SPSS and other Statistical Software Packages Advanced Techniques for Data Analysis — ANOVA. Discriminate Analysis, Factor Analysis, Conjoint Analysis and Clustering Methods.

VI - Business Policy and Strategic Management

An Introduction to business policy — Nature, Objective and importance of business policy; An overview of strategic management; Strategic decision making; Process of strategic decision making. Types of planning systems - corporate planning, strategic planning and long range planning; Strategy Formulation, Company's mission, purpose and objectives; Corporate strategy - concept, significance and objectives; types of strategies; Environmental and organizational appraisal (Internal & external) techniques of business environment analysis. Strategic alternatives and choice; Business ethics and corporate strategy Concept of value chain and competitive advantage. Strategy implementation - Designing organisational structure and activating strategies; Matching structure and activating strategy, Structural, Behavioural and Functional implementation. concept of synergy. Strategy Evaluation - Strategic evaluation and Control, Strategic and Operational Control; techniques of evaluation and control, Role of organisational system in evaluation.

VII - Marketing Management

Nature, scope and concept of marketing, Corporate orientations towards the marketplace; The Marketing environment and Environment scanning; Marketing information system and Marketing research; Understanding consumer and Industrial markets; Market segmentation,

Targeting and positioning; Product decisions —product mix, product life cycle, new product development, branding and packaging decisions; Pricing methods and strategies; Promotion decisions— promotion mix, advertising, sales promotion, publicity and personal selling; Channel management - Types and functions, Selection, Cooperation and conflict management, vertical marketing implementation and systems, Marketing Logistics; Organizing and implementing marketing in the organization; Evaluation and control of marketing efforts; Ethics in Marketing; New issues in marketing - Globalization, Consumerism, Green Marketing, Direct Marketing, Network Marketing, Event Marketing.

VIII - Human Resource Management

OB: Personality; Perceptions; Attitudes; Learning; Decision-making; Management by Objectives; Understanding and managing group processes- interpersonal and group dynamics; Applications of Emotional Intelligence in organizations. Leadership and influence process; Work Motivation. Understanding and Managing organizational system—Organizational design and structure, Work stress, Organizational Change and development; Conflict Management; Stress Management.

HR: Concepts and Perspectives on Human Resource Management; Human Resources Management in a changing environment; Corporate objectives and Human Resource Planning; Career and succession planning; job analysis; Methods of manpower search; Attracting, Selecting and retaining human resources; Induction and socialization; Manpower training and development; Performance appraisal and potential evaluation; Job evaluation and compensation; Employee welfare; Industrial relations & trade unions; Dispute resolution & grievance management, Employee empowerment.

IX - Financial Management

Introduction to financial management Objectives of financial management; Time value of money, sources of finance, Investment decisions: Importance, Difficulties determining cash flows, methods of capital budgeting Risk analysis : Cost of capital; Concept and importance, Computations of cost of various sources of finance; Weighted Average Cost of Capital; Capital Structure decisions; Theories of capital structure, Factors determining capital structure. Optimum capital structure; Management of working capital - Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy; Financial Modelling.

X - International Business

India's Foreign Trade and Policy; Export promotion policies; Trade agreements with other countries; Policy and performance of Export zones and Export-oriented units; Export incentives.

International marketing logistics; International logistical structures; Export Documentation framework; Organization of shipping services; Chartering practices; Marine cargo insurance.

International financial environment; Foreign exchange markets; Determination of exchange rates; Exchange risk measurement; International investment; International capital markets; International Credit Rating Agencies and Implications of their ratings.

WTO and Multilateral trade agreements pertaining to trade in goods; trade in services and TRIPS; Multilateral Environmental Agreements (MEAs); International Trade Blocks--NAFTA, ASEAN, SAARC, EU, WTO and Dispute Settlement Mechanism.

Technology monitoring; Emerging opportunities for global business.