



UNIVERSITY GRANTS COMMISSION NET BUREAU

NET SYLLABUS

Subject : Management

Code No. : 17

Unit – I

Management – Concept, Process, Theories and Approaches, Management Roles and Skills

Functions – Planning, Organizing, Staffing, Coordinating and Controlling.

Communication – Types, Process and Barriers.

Decision Making – Concept, Process, Techniques and Tools

Organisation Structure and Design – Types, Authority, Responsibility, Centralisation, Decentralisation and Span of Control

Managerial Economics – Concept & Importance

Demand analysis – Utility Analysis, Indifference Curve, Elasticity & Forecasting

Market Structures – Market Classification & Price Determination

National Income – Concept, Types and Measurement

Inflation – Concept, Types and Measurement

Business Ethics & CSR

Ethical Issues & Dilemma

Corporate Governance

Value Based Organisation

Unit – II

Organisational Behaviour – Significance & Theories

Individual Behaviour – Personality, Perception, Values, Attitude, Learning and Motivation

Group Behaviour – Team Building, Leadership, Group Dynamics

Interpersonal Behaviour & Transactional Analysis

Organizational Culture & Climate

Work Force Diversity & Cross Culture Organisational Behaviour

Emotions and Stress Management

Organisational Justice and Whistle Blowing

Human Resource Management – Concept, Perspectives, Influences and Recent Trends

Human Resource Planning, Recruitment and Selection, Induction, Training and Development

Job Analysis, Job Evaluation and Compensation Management

Unit – III

Strategic Role of Human Resource Management

Competency Mapping & Balanced Scoreboard

Career Planning and Development

Performance Management and Appraisal

Organization Development, Change & OD Interventions

Talent Management & Skill Development

Employee Engagement & Work Life Balance

Industrial Relations: Disputes & Grievance Management, Labour Welfare and Social Security

Trade Union & Collective Bargaining

International Human Resource Management – HR Challenge of International Business

Green HRM

Unit– IV

Accounting Principles and Standards, Preparation of Financial Statements

Financial Statement Analysis – Ratio Analysis, Funds Flow and Cash Flow Analysis, DuPont Analysis

Preparation of Cost Sheet, Marginal Costing, Cost Volume Profit Analysis

Standard Costing & Variance Analysis

Financial Management, Concept & Functions

Capital Structure – Theories, Cost of Capital, Sources and Finance

Budgeting and Budgetary Control, Types and Process, Zero base Budgeting

Leverages – Operating, Financial and Combined Leverages, EBIT–EPS Analysis, Financial Breakeven Point & Indifference Level.

Unit –V

Value & Returns – Time Preference for Money, Valuation of Bonds and Shares, Risk and Returns;

Capital Budgeting – Nature of Investment, Evaluation, Comparison of Methods; Risk and Uncertainly Analysis

Dividend – Theories and Determination

Mergers and Acquisition – Corporate Restructuring, Value Creation, Merger Negotiations, Leveraged Buyouts, Takeover

Portfolio Management – CAPM, APT

Derivatives – Options, Option Payoffs, Option Pricing, Forward Contracts & Future Contracts

Working Capital Management – Determinants, Cash, Inventory, Receivables and Payables Management, Factoring

International Financial Management, Foreign exchange market

Unit - VI

Strategic Management – Concept, Process, Decision & Types

Strategic Analysis – External Analysis, PEST, Porter's Approach to industry analysis, Internal Analysis – Resource Based Approach, Value Chain Analysis

Strategy Formulation – SWOT Analysis, Corporate Strategy – Growth, Stability, Retrenchment, Integration and Diversification, Business Portfolio Analysis - BCG, GE Business Model, Ansoff's Product Market Growth Matrix

Strategy Implementation – Challenges of Change, Developing Programs
McKinsey 7s Framework

Marketing – Concept, Orientation, Trends and Tasks, Customer Value and Satisfaction

Market Segmentation, Positioning and Targeting

Product and Pricing Decision – Product Mix, Product Life Cycle, New Product development, Pricing – Types and Strategies

Place and promotion decision – Marketing channels and value networks, VMS, IMC, Advertising and Sales promotion

Unit –VII

Consumer and Industrial Buying Behaviour: Theories and Models of Consumer Behaviour

Brand Management – Role of Brands, Brand Equity, Equity Models, Developing a Branding Strategy; Brand Name Decisions, Brand Extensions and Loyalty

Logistics and Supply Chain Management, Drivers, Value creation, Supply Chain Design, Designing and Managing Sales Force, Personal Selling

Service Marketing – Managing Service Quality and Brands, Marketing Strategies of Service Firms

Customer Relationship Marketing – Relationship Building, Strategies, Values and Process

Retail Marketing – Recent Trends in India, Types of Retail Outlets.

Emerging Trends in Marketing – Concept of e-Marketing, Direct Marketing, Digital Marketing and Green Marketing

International Marketing – Entry Mode Decisions, Planning Marketing Mix for International Markets

Unit –VIII

Statistics for Management: Concept, Measures Of Central Tendency and Dispersion, Probability Distribution – Binominal, Poison, Normal and Exponential

Data Collection & Questionnaire Design

Sampling – Concept, Process and Techniques

Hypothesis Testing – Procedure; T, Z, F, Chi-square tests

Correlation and Regression Analysis

Operations Management – Role and Scope

Facility Location and Layout – Site Selection and Analysis, Layout – Design and Process

Enterprise Resource Planning – ERP Modules, ERP implementation

Scheduling; Loading, Sequencing and Monitoring

Quality Management and Statistical Quality Control, Quality Circles, Total Quality Management – KAIZEN, Benchmarking, Six Sigma; ISO 9000 Series Standards

Operation Research – Transportation, Queuing Decision Theory, PERT / CPM

Unit –IX

International Business – Managing Business in Globalization Era; Theories of International Trade; Balance of payment

Foreign Direct Investment – Benefits and Costs

Multilateral regulation of Trade and Investment under WTO

International Trade Procedures and Documentation; EXIM Policies

Role of International Financial Institutions – IMF and World Bank

Information Technology – Use of Computers in Management Applications; MIS, DSS

Artificial Intelligence and Big Data

Data Warehousing, Data Mining and Knowledge Management – Concepts

Managing Technological Change

Unit – X

Entrepreneurship Development – Concept, Types, Theories and Process, Developing Entrepreneurial Competencies

Intrapreneurship – Concept and Process

Women Entrepreneurship and Rural Entrepreneurship

Innovations in Business – Types of Innovations, Creating and Identifying Opportunities, Screening of Business Ideas

Business Plan and Feasibility Analysis – Concept and Process of Technical, Market and Financial Analysis

Micro and Small Scale Industries in India; Role of Government in Promoting SSI

Sickness in Small Industries – Reasons and Rehabilitation

Institutional Finance to Small Industries – Financial Institutions, Commercial Banks, Cooperative Banks, Micro Finance.

Research Methodology	
Module-1	
Introduction to Business Research:	Meaning, types, process of research- management problem, defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, Ethical issues in business research. Features of a good research study.
Module-2	
Business Research Design:	Meaning, types and significance of research design, errors affecting research design.
Exploratory Research:	Meaning, purpose, methods, Literature search, experience survey, focus groups and comprehensive case methods.
Conclusive Research Design:	Descriptive Research, Meaning, Types, Cross sectional studies and longitudinal studies.
Module-3	
Sampling:	Concepts, Types of Sampling, Probability Sampling: simple random sampling, systematic sampling, stratified random sampling, cluster sampling,
Non Probability Sampling:	convenience sampling- judgmental sampling, snowball sampling, quota sampling, Errors in sampling.
Module-4	
Data Collection:	Meaning, types, Data collection methods: Observations, survey and interview techniques, Questionnaire design: Meaning, process of designing questionnaire. Qualitative Techniques of data collection Secondary data Sources: advantages and disadvantages.
Measurement and Scaling Techniques:	Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert Scale, Semantic Differential Scale, Thurston scale,
Multi-Dimensional Scaling:	Non comparative scaling techniques
Module-5	
Data Analysis and Report Writing:	Editing, Coding, Classification, Tabulation, Validation. Analysis and Interpretation, Report writing and presentation of results, Importance of report writing, types of research reports, Report structure, Guidelines for effective documentation.
Suggested Learning Resources:	
Books	
<ol style="list-style-type: none"> 1. Research Methodology: C R Kothari, Viswa Prakasam Publication, 2014. 2. Business Research Methods: Donald R. Cooper & Pamela s Schindler, TMH/9e/2007 3. Business Research Methods : S. N. Murthy & U. Bhojanna, Excel Books, 3e, 2016 4. Research Methods: M M Munshi & K Gayathri Reddy, HPH, 2015. 5. Intellectual Property Rights. India, IN: Neeraj, P., & Khusdeep, D. (2014). PHI learning Private Limited. 6. David I. Bainbridge, Intellectual Property, Longman, 9th Edition, 2012. 7. Intellectual Property Rights: Protection and Management. India, IN: Nithyananda, K V Cengage Learning India Private Limited, 2019. 8. Principles of Intellectual Property N.S. Gopalakrishnan & T.G. Ajitha, , Eastern Book Company, 2nd Edition, 2014. 	