

## 251. MANAGEMENT

(Approved by Board of Studies in Management)

### Unit I

**Concept and Meaning of Management & Organization Behaviour :** Management Process and Functions. Motivation and Organizational performance – Content Theories: Maslow, Alderfer, Herzberg and McClelland. Process Theories: Vroom, Porter and Lawler, Equity Theory – Goal Theory– Attribution Theory. Leadership Models and Concepts – Trait and Behavioral Approaches to Leadership: Path – Goal Theory, Vroom's Decision Tree Approach to Leadership – Hersey and Blanchard Model. Decision Making: approaches to decision making – Rational, Behavioral, Practical, and Personal Approaches – Open and Closed Models of Decision Making.

### Unit II

**Human Resource Management:** Changing nature of the HRM function – Competitive Challenges of HRM – HRM and Competency Building – HRM and Change Management.

Employee Training: Determining Training needs – Training approaches – Employee Development – Evaluating Training and Development Effectiveness.

Work Life Balance – Diversity Management – Talent management – Quality of Work Life – HR Scorecard – Implication of Globalization on HRM Function and Functionaries

### Unit III

**Nature of Managerial Economics:** Fundamental Economic Concepts: Opportunity cost, Discounting principle, Time perspective, Incremental reasoning, Equiv. Marginal concept. Production and Cost Analysis: Production function: Law of variable Proportions and Returns to scale. Least – Cost input combination – expansion path – Ridge lines. Economies and diseconomies of scale – Economies of Scope. Learning Curve, Cobb – Douglas and CES production functions.

### Unit IV

**Marketing:** Concept of Marketing, Philosophies of marketing, Marketing Mix, Bases for Market Segmentation, Product Positioning, Positioning Strategies, Demand Measurement and Sales Forecasting Methods. Decisions Involved in Product - Product Mix Decisions, New Product Development, Product Life Cycle. Channel Management Decisions, Promotion Mix- Stages in the Adoption diffusion process.

### Unit V

**Marketing Information System** – Marketing decision support system. Research design and types of research design. Types of Scales – Nominal, Ordinal, Interval and Ratio Scales – Thurstone's, Likert's, Guttman's, Semantic differential, Attitude scales. Reliability and validity of a scale. Design of questionnaire. Multi – Variate analysis: Multiple Regression.

## **Unit VI**

**Cluster analysis:** Objectives, Concept, Cluster analysis Model.

Factor analysis: Objectives, Concept, Factor analysis Model.

Discriminant (linear two group) analysis: Objectives, Concept, Discriminant analysis Model.

MDS: Objectives, Concept, Statistics and terms associated with MDS, Conducting MDS, Determination of Number of dimensions, labeling the dimensions, Assumptions and limitations of MDS.

Conjoint analysis: concepts, statistics associated with conjoint analysis.

Research report: preparation – and presentation – Oral and written presentation.

## **Unit VII**

**Understanding Accounting Cycle:** Meaning of accounting – Scope of financial accounting in Modern Organizations. Accounting concepts and conventions- Measurement of business income – Profit and Loss account – Distinction between Capital and Revenue expenditure – Balance Sheet preparation – impact of Depreciation Methods and inventory valuation on reported business income – Tax Planning – Tax evasion and Tax avoidance. GAAP.

Financial statement analysis: Ratio analysis, Common Size, Index analysis, Funds Flow and Cash Flow.

## **Unit VIII**

**Capital Budgeting** – Traditional and DCF methods, The NPV vs. IRR Debate. Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty; Measurement of Risk – Risk adjusted Discount Rate, Certainty Equivalents and Beta Coefficients, Probability tree approach – Sensitivity analysis.

Corporate Restructures: corporate Mergers and acquisitions and take – over – Types of Mergers – Economic rationale for Mergers, motives for mergers, Financial Evaluation of mergers – different approaches for valuation. Corporate Value Based Management Systems – Principles of good corporate Governance.

## **Unit IX**

**Concepts and Definitions of Probability:** Addition and multiplication theorems, Baye's theorem, Random Variable (RV), Expectation and Variance of a RV. Probability function: Probability distributions – Binomial Distribution, Poisson Distribution, Normal Distribution, Sampling and Sampling procedures – Random and Non – Random sampling methods – Sampling distribution, Standard Error.

Hypothesis Testing: Statistical Estimation, Point and Interval Estimation, Large Sample tests and Small Sample tests. ANOVA, Chi-Square distribution tests: Correlation, Regression and Time Senses Analysis.

## **Unit X**

**Computer Based Information Systems (CBIS):** Types of information systems- Impact of IT on organizations and jobs. System Development Life Cycle (SDLC). Alternate methods for system development, dataflow analysis, Electronic Data Interchange (EDI),

## Syllabus for Ph.D. Eligibility Test -2014

Electronic Funds Transfer (EFT). E – Commerce Overview – E-Commerce Applications, Virtual Corporations, Concept of Business Process and Re-engineering (BPR). Expert Systems and other intelligent systems.