

A.P. State Eligibility Test - 2012

Code No.: **11**

Subject: **MANAGEMENT**

SYLIABUS

PAPER – II

Unit - I

Managerial Economics-Demand Analysis

Production Function

Cost-output relations

Market structures

Pricing theories

Advertising

Macro-economics

National Income concepts

Infrastructure - Management and Policy

Business Environment

Capital Budgeting

Unit—II

The concept and significance of organisational behaviour—Skills and roles in an organisation—Classical, Neo-classical and modern theories of organisational structure—Organisational design—Understanding and Managing individual behaviour personality—Perception—Values—Attitudes—Learning—Motivation. Understanding and managing group behaviour, Processes—Inter-personal and group dynamics—Communication—Leadership—Managing change—Managing conflicts.

Organisational development

Unit—III

Concepts and perspectives in HRM; HRM in changing environment

Human resource planning—Objectives, Process and Techniques

Job analysis—Job description

Selecting human resources

Induction, Training and Development

Exit policy and implications

Performance appraisal and evaluation

Potential assessment

Job evaluation

Wage determination

Industrial Relations and Trade Unions

Dispute resolution and Grievance management

Labour Welfare and Social security measures

Unit—IV

Financial management—Nature and Scope

Valuation concepts and valuation of securities

Capital budgeting decisions—Risk analysis

Capital structure and Cost of capital

Dividend policy—Determinants

Long-term and short-term financing instruments

Mergers and Acquisitions

Unit—V

Marketing environment and Environment scanning; Marketing Information Systems and Marketing research; Understanding consumer and industrial markets; Demand Measurement and Forecasting; Market Segmentation—Targeting and Positioning; Product decisions, Product mix,

Product Life Cycle; New product development; Branding and Packaging; Pricing methods and strategies.

Promotion decisions—Promotion mix; Advertising; Personal selling; Channel management; Vertical marketing systems; Evaluation and control of marketing effort; Marketing of services; Customer relation management;

Uses of internet as a marketing medium—other related issues like branding, market development, Advertising and retailing on the net.

New issues in Marketing.

Unit—VI

Role and scope of production management; Facility location; Layout planning and analysis; Production planning and control—production process analysis; Demand forecasting for operations; Determinants of product mix; Production scheduling; Work measurement; Time and motion study; Statistical Quality Control.

Role and scope of Operations Research; Linear Programming; Sensitivity analysis; Duality; Transportation model; Inventory control; Queueing theory; Decision theory; Markov analysis; PERT/CPM.

Unit—VII

Probability theory; Probability distributions—Binomial, Poisson, Normal and Exponential; Correlation and Regression analysis; Sampling theory; Sampling distributions; Tests of Hypothesis; Large and small samples; t , z , F , Chi-square tests.

Use of Computers in Managerial applications; Technology issues and Data processing in organizations; Information systems; MIS and Decision making; System analysis and design; Trends in Information Technology; Internet and Internet-based applications.

Unit—VIII

Concept of corporate strategy; Components of strategy formulation; Ansoff's growth vector; BCG Model; Porter's generic strategies; Competitor analysis; Strategic dimensions and group mapping; Industry analysis; Strategies in industry evolution, fragmentation, maturity, and decline; Competitive strategy and corporate strategy; Transnationalization of world economy; Managing cultural diversity; Global Entry strategies; Globalisation of financial system

and services; Managing international business; Competitive advantage of nations; RTP and WTO.

Unit—IX

Concepts—Types, Characteristics; Motivation; Competencies and its development; Innovation and Entrepreneurship; Small business—Concepts Government policy for promotion of small and tiny enterprises; Process of business opportunity identification; Detailed business plan preparation; Managing small enterprises; Planning for growth; Sickness in Small Enterprises; Rehabilitation of sick enterprises; Intrapreneurship (organisational entrepreneurship).

Unit—X

Ethics and Management system; Ethical issues and analysis in management; Value based organisations; Personal framework for ethical choices; Ethical pressure on individual in organisations; Gender issues; Ecological consciousness; Environmental ethics; Social responsibilities of business; Corporate governance and ethics.

PAPER—III

I Human Resource Management (HRM)—Significance; Objectives; Functions; A diagnostic model; External and Internal environment;

Forces and Influences; Organizing HRM function.

Recruitment and Selection—Sources of recruits; Recruiting methods; Selection procedure; Selection tests; Placement and Follow-up.

Performance Appraisal System—Importance and Objectives; Techniques of appraisal system; New trends in appraisal system.

Development of Personnel—Objectives; Determining Needs; Methods of Training & Development programmes; Evaluation.

Career Planning and Development—Concept of career; Career planning and development methods.

Compensation and Benefits—Job evaluation techniques; Wage and salary administration; Fringe Benefits; Human resource records and audit.

Employee Discipline—importance; causes and forms; Disciplinary action; Domestic enquiry.

Grievance Management—Importance; Process and Practices; Employee Welfare and Social Security Measures.

Industrial Relations—Importance; Industrial conflicts; Causes; Dispute settlement machinery.

Trade Unions—Importance of Unionism; Union leadership; National Trade Union Movement.

Collective Bargaining—Concept; Process; Pre-requisites; New trends in collective bargaining.

Industrial Democracy and Employee Participation—Need for industrial democracy; Pre-requisites for industrial democracy; Employee Participation—Objectives; Forms of Employee Participation.

Future of Human Resource Management.

II Marketing—Concept; Nature and Scope; Marketing myopia; Marketing mix; Different environments and their influences on marketing; Understanding the customer and competition.

Role and Relevance of Segmentation and Positioning; Static and Dynamic understanding of BCG Matrix and Product Life Cycle; Brands—Meaning and Role; Brand building strategies; Share increasing strategies.

Pricing objectives; Pricing concepts; Pricing methods

Product—Basic and Augmented stages in New Product Developments

Test marketing concepts

Promotion mix—Role and Relevance of advertising

Sales promotion—media planning and management

Advertising—Planning, execution and evaluation

Different tools used in sales promotion and their specific advantages and limitations

Public Relations—Concept and Relevance

Distribution channel hierarchy; Role of each member in the channel; Analysis of business potential and evaluation of performance of the channel members

Wholesaling and Retailing—Different types and the strengths of each one; Emerging issues in different kinds of retailing in India

Marketing research—Sources of information; Data collection; Basic tools used in data analysis; Structuring a research report

Marketing to organisations—Segmentation models; Buyer behaviour models; Organisational buying process

Consumer Behaviour theories and models and their specific relevance to marketing managers

Sales Function—Role of technology in automation of sales function

Customer relationship management including the concept of 'Relationship marketing'

Use of internet as a medium of marketing; Managerial issues in reaching consumers/organisation through internet.

Structuring and managing marketing organisations.

Export Marketing—Indian and global context.

III Nature and scope of Financial Management

Valuation Concepts—Risk and Return; Valuation of securities; Pricing theories—Capital asset pricing model and Arbitrage pricing theory

Understanding financial statements and analysis thereof

Capital budgeting decisions; Risk analysis in capital budgeting and Long-term sources of finance

Capital structure—Theories and Factors; Cost of capital

Dividend Policies—Theories and Determinants

Working Capital Management—Determinants and Financing; Cash management; Inventory management; Receivables management

Elements of Derivatives

Corporate risk management

Mergers and Acquisitions

International Financial Management

-IV 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.