

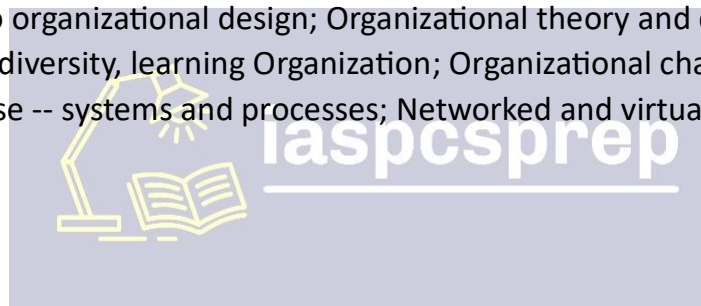
# UPSC Mains Management Optional Paper-I Syllabus

## **1. Managerial Function and Process:**

Concept and foundations of management, Evolution of Management Thoughts; Managerial Functions -- Planning, Organizing, Controlling; Decision-making; Role of Manager, Managerial skills; Entrepreneurship; Management of innovation: Managing in a global environment, Flexible Systems Management; Social responsibility and managerial ethics; Process and customer orientation; Managerial processes on direct and indirect value chain.

## **2. Organisational Behaviour and Design:**

Conceptual model of organization behaviour; The individual processes -- personality, values and attitude, perception, motivation, learning and reinforcement, work stress and stress management; The dynamics of Organization behaviour -- power and politics, conflict and negotiation, leadership process and styles, communication; The Organizational Processes -- decision-making, job design; Classical, Neoclassical and Contingency approaches to organizational design; Organizational theory and design -- Organizational culture, managing cultural diversity, learning Organization; Organizational change and development; Knowledge-Based Enterprise -- systems and processes; Networked and virtual organizations.



## **3. Human Resource Management:**

HR challenges; HRM functions; The future challenges of HRM; Strategic Management of human resources; Human resource planning: Job analysis; Job evaluation, Recruitment and selection; Training and development; Promotion and transfer; Performance management; Compensation management and benefits; Employee morale and productivity; Management of Organizational climate and Industrial relations; Human resources accounting and audit; Human resource information system; International human resource management.

## **4. Accounting for Managers:**

Financial accounting -- concept, importance and scope, generally accepted accounting principles, preparation of financial statements with special reference to analysis of a balance sheet and measurement of business income, inventory valuation and depreciation, financial statement analysis, fund flow analysis, the statement of cash flows; Management accounting concept, need, importance and

scope; Cost accounting -- records and processes, cost ledger and control accounts, reconciliation and integration between financial and cost accounts; Overhead cost and control, Job and process costing, Budget and budgetary control, Performance budgeting, Zero-base budgeting, relevant costing and costing for decision-making, standard costing and variance analysis, marginal costing and absorption costing.

## **5. Financial Management:**

Goal of Finance Function. Concepts of value and return. Valuation of bonds and Shares; Management of working capital: Estimation and Financing: Management of cash, receivables, inventory and current liabilities; Cost of capital; Capital budgeting: Financial and operating leverage; Design of capital structure: theories and practices; Shareholder value creation: dividend policy, corporate financial policy and strategy, management of corporate distress and restructuring strategy: Capital and money markets: institutions and instruments; Leasing hire purchase and venture capital; Regulation of capital market; Risk and return: portfolio theory; CAPM; APT, Financial derivatives: option, futures, swap: Recent reforms in financial sector.



## **6. Marketing Management:**

Concept, evolution and scope; Marketing strategy formulation and components of marketing plan; Segmenting and targeting the market; Positioning and differentiating the market offering: Analyzing competition; Analyzing consumer markets; Industrial buyer behaviour; Market research; Product strategy; Pricing strategies; Designing and managing Marketing channels; Integrated marketing communications; Building customer satisfaction, Value and retention; Services and non-profit marketing; Ethics in marketing; Consumer protection; Internet marketing: Retail management; Customer relationship management; Concept of holistic marketing.