



Entrance Test Syllabus for Integrated Ph.D. (For IMBA Students)

1. Principles of Management:

Nature, Meaning, and Significance of Management, Managerial functions, Principles of Management, Evolution of Management Thoughts-Traditional, Behavioral, Systems, Contingency and Quality viewpoints. Contemporary management practices, Managing in global environment. Nature & Elements of Planning, Planning types and Models, Planning in learning organizations; Decision making process–Approaches to decision making, Decision models, Pay off Matrices, Decision trees; Strategic Planning-an overview; Management by Objectives (MBO), SWOT Analysis. Nature of Organizing, Basic issues in organizing – Work Specialization, chain of command, Delegation, Decentralization, Span of Management, Line-staff Authority and Decentralization, Staffing Decisions – Authority and Responsibility Relationships, Decision Making Process, Models of Decision Making. Nature of Evaluation, Design and Problems – Appraising Techniques– Developing Compensation Plans, Direction, Co-ordination, Quantitative and Qualitative measures of Control, Feedback Management; System and Process of Controlling, Control techniques and information technology; Social Corporate Responsibility of Business.

2. Financial Accounting:

Accounting: Conceptual Framework; Nature, Development and Need of accounting, Accounting and other disciplines, Branches of Accounting, Accounting Principles: GAAP; Accounting Standards in India; Accounting as MIS. Capital & Revenue: Classification of Income, Expenditure and Receipts. Accounting Transaction; Accounting Cycle; Journal; Rules of debit and credit; Compound journal entry; Opening entry; Ledger Posting; Rules regarding posting; Sub division of journal; Trial Balance – objectives and methods of preparation. Final Accounts: Meaning, features, uses and preparation of Manufacturing Account, Trading Account, Profit & Loss Account and Balance Sheet - Adjusting and Closing entries. Errors and their Rectification - Types of Errors - Rectification before and after preparations of final Accounts - Suspense Account- Effect of Errors on Profit. Depreciation – Concept and Causes- objects of providing for depreciation –Factors affecting depreciation - Accounting Treatment- Methods of providing depreciation -Straight line method - Diminishing Balance Method. Depreciation of replacement cost; Depreciation policy as per Accounting Standard,Provisions and Reserves - Reserve Fund – Different Types of Provisions and Reserves. Accounting Concept of Income: Accounting Concept and Income Measurement.

3. Managerial Economics:

Managerial Economics, Nature, Scope and role of Managerial Economics. Basic Concepts Demand and supply. Management of Elasticity of demand and its measurements Indifference Curve analysis, Law of diminishing Marginal Rate of substitution. Demand Analysis and theory of demand estimation and demand forecasting. Utility Analysis. Theory of Production. ISO quant and its properties, Least Cost combination. Law of variable properties, Returns to scale. Concepts of Cost, Cost input scale relationship. Cost Analysis and its aid to decision making. Market Structure and theory of revenue curve. Pricing and Marketing Structure. Perfect and imperfect competition .Monopolies- Price output and determination Monopoly. Discriminating Monopoly Monopolistic Competition. Oligopoly. Duopoly. Introducing Macro economics- Meaning and Concept Nation income-Measurement & its problems. Nation income in close and open economy. Trade Cycles. Inflation Cause and Consequences. Concept of profit and its Theories. The New Economy- Definition and Characteristics. Managerial economics – Analysis, Policies and cases.

4. Organizational Behaviour:

Concept, need and importance of Organizational Behavior; Nature and scope of organizational behavior; Framework for the study of OB; Organizational Behavior Models. Personality - Types - Factors influencing personality –Theories; Learning - Types of Learners - The Learning Process - Learning Theories; Organizational Behavior Modification; Attitudes - Characteristics - Components - formation - measurement. Perception -



Importance - Factors influencing perception - Interpersonal perception; Motivation - Importance - Types - Effects on work behavior. Organisation Structure – Formation ; Groups in Organisations - Influence - Group Dynamics - Emergence of informal leaders and working norms - Group Decision Making Techniques - Interpersonal relations - Communication - Control. Meaning and Importance; Leadership styles and Theories; Leaders vs Managers; Sources of Power - Power Centers –Power and Politics. Organizational change - Importance - Stability vs change - Proactive vs Reactive change - The change process - Resistance to change - Managing change.

5. Managerial Costing:

Cost Accounting: Nature and significance; Various cost concepts; Cost Components; Ascertainment and control of cost. Difference between cost, financial and management accounting. Installation of costing system. Materials: Purchase, storekeeping, issue, pricing and control of materials. Labour: Cost and its control. methods of wage payment. Overheads: Concept, Apportionment, Allocation and Absorption of overheads. distribution overheads. Costing Methods: Single or Output Costing, Job Costing, Contract costing, Process Costing Standard Costing: Concepts, Significance and limitations, Analysis of Variances (Material, Labour and overhead variances). Absorption and Marginal Costing, Cost –Volume –Profit Analysis, Break-even Analysis.

6. Business Statistics:

Statistics: concept. Statistical data and statistical methods; Scope and functions of statistics; Collection of data – primary and secondary data. Data Processing- editing and classification; Tabular and Diagrammatic presentation of data. Measures of central tendency: concept and features; computation and implication of mean, median and mode. Measures of Dispersion: Significance and properties; computation and implication of range, quartile deviation, mean deviation and standard deviation; coefficient of variation. Skewness. Correlation: Meaning and uses; various methods of calculation of coefficient of correlation - Karlpearson's correlation coefficient – Spearman's Rank correlation and concurrent deviations-probable error. Regression analysis: Meaning and utility; comparison between correlation and Regression; Regression Equations-Interpretation of Regression Co-efficient. Time series analysis: concept and its application in business decision making; Components and methods of measurement; trend and Seasonal Variations. Index Number: Concept and its uses; Method of constructing index number. Probability-Basic concepts, Approaches to estimate probability.

7. Management Accounting:

Management Accounting: Meaning, nature, scope and functions of management accounting; Role of management accounting in decision making; Management accounting vs. financial accounting; Tools and techniques of management accounting. Financial Statement Analysis- Concept, objectives and types. Ratio analysis- study of liquidity, solvency and profitability ratios. Funds Flow Analysis – uses and preparation of funds flow statement. Cash Flow Analysis – uses and preparation of cash flow statement. Budgeting for Profit Planning and Control: Meaning of budget and budgetary control; Objectives; Merits and limitations; Types of budgets; Fixed and flexible budgeting; Control ratios; Zero base budgeting; Performance budgeting. Emerging Issues in accounting: Responsibility accounting – Concept and Objectives, Responsibility Centres. Human Resource accounting: Concept and approaches: Inflationary accounting – concept, impact of inflation on corporate financial statements; Techniques of Inflation accounting – Replacement Cost and Current Purchasing Power.

8. Operations Research:

Significance, scope and applications of Operation Research in managerial decision-making ; Decision-making under certainty, uncertainty and risk situations; EMV and value of perfect information; Uses of Decision tree, Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Dominance Method and Graphical Method for solving Mixed Strategy Game. Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; Transportation problem: Various



method of finding Initial basic feasible solution and optimal solution; Assignment model: Hungarian Method and its applications. Queuing Theory: Characteristics of basic Queue model; Applications of Queue model for better service to the customers; Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m Machines Problems; Replacement Problem: Replacement of assets that deteriorate with time, and that fail suddenly. Project Management: Rules for drawing the network diagram, Application of CPM and PERT techniques in project planning and control; Probability considerations in PERT networks; Crashing and resource levelling of operations; Basic concepts and applications of Simulation and Markova analysis; Basic understanding of Software Applications.

9. Corporate Governance and Ethics:

Nature and Significance of Business Ethics; Ethical Dilemmas, Personal Ethics, Morality, Religion, Etiquette, Law, Economics, Management, Professional Code; Moral and Non-moral Standards; Ethical Relativism; Moral Development and Moral Reasoning; Ethical Decision Making Model; Globalization and Business ethics- Eastern Values and western Business systems, Business Ethical Principles – Role and Types of Ethical Theories- Teleological, Deontological and Virtue; Egoism, Utilitarianism-classical, act and rule; Free Market and Utilitarianism; Kant's Ethics, Rights and Duties, Justice and Fairness-Distributive, Egalitarian, Capitalistic, Socialistic, Libertarian, Retributive and Compensatory Justice; Ethics of care; Virtue Ethics; Ethical Dimensions of Marketing, Human Resource, Production and Financial Decisions; Environmental Protection; Corporate Social Responsibility- Nature of Corporations; Corporation as Morally Responsible Agent; Nature and significance of Corporate Social Responsibility, Social Responsiveness and Social Performance; Corporate Philanthropy; Corporate Citizenship; Social Responsibility Model; Free Market Theory and Profit Maximization; Shareholders Theory, Stakeholders Theory, Social Contracts Theory; Corporate Governance: Nature and Significance; Property Rights and Social Institution Theory, Agency Theory; Corporate Governance Model; Corporate Governance Failure; Corporate Scam; Whistle Blowing; Indian Corporate Governance; Role of Board of Directors, Auditors, and Shareholders; Accounting and Regulatory frame work, committees in India and abroad, Corporate Ethics Programme; Social Audit; Corporate Performance-Balanced Score Card, Triple Bottom Line.

10. Financial Management:

Introduction to Finance: concept, principles that form the basics in financial management, nature and scope of financial management, role of finance function in an organization, goal of the firm; Time value of money- future value and present value computation; *Cost of Capital-* concept, significance, determining cost of specific sources of capital, weighted average cost of capital. *Capital Investment Decisions:* concept and types of capital expenditures, capital budgeting process, Estimation of Cash Flows for investment analysis, Capital budgeting decision criteria:- pay-back period and post pay-back method, present value and net present value method, internal rate of return. *Capitalization-* Meaning, Significance, theories of capitalization, over and under capitalization; *Capital Structure and Leverage-* concept, factors affecting capital structure; Relevance theories of capital structure –net income approach and traditional approach; Irrelevance theories of capital structure-net operating income approach and MM hypothesis; EBIT EPS analysis; Indifference point computation; Financial and Operating Leverage, Analysis and impact of leverage. *Dividend Decision & Value of Firm:* Purpose of dividend decision, objectives of dividend policy, different dividend policies, forms of dividends, Dividend relevance theories: Walters Model, Gordon's Model; Dividend irrelevance- M M Hypothesis; Corporate dividend behavior and value of firm.

11. Human Resource Management:

Human Resource Management. - Nature, Objectives and Significance; Challenges facing HRM; HRM in a Changing role in India;. Functions of HRM- Managerial and Operative functions. Human Resource Planning-Concept and process. Job Analysis, methods and purpose of job analysis- job description, job specification and job evaluation. Recruitment Search-process, sources and methods of recruitment. Selection Process. Performance Appraisal System-



Concept and Needs. Performance Appraisal Methods. Appraisal errors. Manpower Training and Development – Concept and objectives; Determination of training needs. Methods for operatives training and management development programmes. Evaluation of effectiveness of training Programmes. Compensation; wages, salaries and rewards. Discipline and grievance handling Mechanism. Industrial relations, Causes for good and poor industrial relations.

12. Marketing Management:

Changing nature of Marketing, Marketing concept, Marketing environment: Internal and External; Marketing in global environment– Prospects and Challenges; Marketing Information System-nature, significance and components, Marketing research-nature, scope and process. Understanding industrial and individual buyer behaviour; influencing factors, Brief review of Buyer Behaviour Models; Selection of Target Market: Differentiated and Undifferentiated Marketing, Segmentation, targeting and positioning. Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process; Branding: nature and strategies; Nature and significance of pricing, Factors affecting price determination, Pricing policies and strategies.

Nature, functions, and types of distribution channels; Channel management decisions; Vertical Marketing System; Retailing and wholesaling. Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

13. Organizational Effectiveness and Change:

Organizational Effectiveness: concept, need and importance. Approaches to organizational effectiveness. Steps in organizational effectiveness. Relationship between organizational design, leadership and effectiveness. Factors contributing to organizational effectiveness. Strategies to improve effectiveness. Strategic role of Human element (employers, employees) in developing effectiveness. Effect of organizational structure on effectiveness. Organizational change: Definition and process, types and forms of change. Forces for change. Resistance to change. Tools for effectively introducing and sustaining change. Issues and complexities in managing organizational change. Strategic role and impact of change on organizational performance. Ethical issues related to change. Role of vision in organizational change.

14. Income Tax Law and Practice:

Introduction: Introduction to Income Tax Law; Scheme of Taxation; Important concepts necessary for understanding the frame work of the Income Tax Act,1961; Concept of Income; Exempted and partially exempted incomes. *Scope of Total Income and Residential Status:* Concept of Total Income; Meaning and Treatment of Agricultural Income; Incidence of Tax; Residential Status of an Individual, a Firm/Association of Persons and a Company; Deduction from Gross Total Income. *Income from Salaries:* Conditions for Chargeability of Salary; Basis of Charge; Meaning, Types and Taxability of Allowances; Meaning, Types and Taxability of Perquisites; Meaning, Types and Taxability of Provident Funds; Treatment of Retirement Benefits; Deduction from Salaries and Computation of Taxable Salary. *Income from Capital Gains:* Chargeability; Meaning and Types of Capital Assets; Concept of Transfer of Capital Asset; Cost of Acquisition; Computation of Capital Gain/Loss; Exemptions. *Income from House Property:* Chargeability; Determination of Annual Value; Treatment of Unrealized and Arrears of Rent; Computation of Income from Let Out and Self Occupied House Properties; Deductions from Income from House Property. *Income under the Head Profits and Gains of Business and Profession:* Chargeability; Treatment of Business Incomes: Deduction and Allowances for Expenses, Expenditures and Losses; Provisions for Depreciation on Assets; Computation of Taxable Business and Profession Income. *Income from other Sources:* Chargeability; Meaning, Types and Taxability of Specific and General Incomes; Computation of Income from Other Sources. *Assessment of Individuals:* Computation of Total Income and Tax Liability of an Individual; *Assessment of Partnership Firms:*



Computation of Total Income and Tax Liability of Partnership Firms. Provisions regarding Set-off and Carry Forward of Losses used while making Assessment of Individuals, and Partnership Firms.

15. Entrepreneurship Development:

Evolution and development of entrepreneurship; Challenges of entrepreneurship, Functions of an Entrepreneur; Classification of entrepreneurs; Characteristic of successful entrepreneurs; Entrepreneurial opportunities; Innovations and Entrepreneurship; Success factors for entrepreneurs. Entrepreneurial growth in India; sources of entrepreneurship in India; Entrepreneurial development programmes in India- concept, need and phases; Institutions conducting entrepreneurial development programmes in India; Problems in institutional framework; evaluating development programmes. Role of an entrepreneur in economic growth as an innovator ; Generation of employment opportunities; Complimenting and supplementing economic growth, bringing about social stability and balanced regional development of industries; Role in export promotion and Import Substitution; Forex earning and augmenting & meeting local demand. Nature and characteristic of small business; steps for starting a small industry; Forms of ownership-Sole proprietorship, partnership, company and cooperative society; Factors influencing the choice; Procedure and formalities for registration; incentives and subsidies –need and problems; Incentives for development of backward areas. Institutions assisting entrepreneurs.

16. Research Methodology:

The Hallmarks of scientific research – The Research Process for Applied and Basic Research – Concepts in Research- Constructs, Theory, Concepts, Variables, Model; Research Question; Research Problem; Hypothesis-concept, types and development; Research design, Exploratory, Descriptive, – Cross sectional and Longitudinal, Causal- Experimental Research Design. Secondary Data Sources - Types and Purpose; Primary Data; Data Types Nominal Ordinal Interval and Ratio, Measurement of Data – Sources of error in Measurement, Nature of measurement Scales; Validity, Reliability and Practicality of Measurement scales; Scale Development- Comparative and Non-Comparative Scales; Questionnaire Designing– Guidelines; Electronic Questionnaire Design; Surveys; Focus Groups, Interviewing, panels, Observational Study, Sample Design Process; Probabilistic and non-probabilistic sampling; Sample Size- Accuracy, Precision and Confidence issues; Hypothesis Testing- Parametric Tests- one sample and two sample z-test and t-test, F-test, ANOVA one way two way; Basic understanding of Factor Analysis, Cluster Analysis, Discriminant Analysis, Multidimensional Scaling, Structural Equation Modeling, Application of SPSS Package; Non-Parametric Tests- Chi-square test for independence of attributes and goodness of fit, Basic understanding of- Sign test for paired data, Rank sum test, Kolmogorov-Smirnov test for goodness of fit, comparing two populations, Mann–Whitney U test and Kruskal Wallis test, One sample run test; Application of SPSS Package; Report writing- purpose, Integral parts of a report.

17. Public Administration:

Public Administration- Evolution and significance; Wilson’s vision of Public Administration; Weber’s bureaucratic model and post-Weberian Developments; Participative Management (R. Likert, C. Argyris, D. McGregor); Riggsian models; Evolution of Indian Administration: Kautilya’s Arthashastra; Mughal administration; Legacy of British rule in politics and administration; Good Governance, Impact of liberalisation on administration in developing countries. Administrative Law, Delegated legislation; Administrative Tribunals; Right to Information; Development administration; ‘Antidevelopment thesis’; Bureaucracy, democracy and development; Models of policy-making; State theories and public policy formulation; Public borrowings and public debt; Budgets – types and forms; Budgetary process; Financial accountability; Parliamentary control of public expenditure; Role of Controller General of Accounts and Comptroller and Auditor General of India. Union Government and Administration (Indian): Executive, Parliament, Judiciary-Functions; Cabinet Secretariat; Prime Minister’s Office; Central Secretariat; Ministries and Departments; Boards; Planning Commission, National Development Council; Process of plan formulation at Union and State levels; Union-State administrative, legislative and financial relations; Finance



Commission; State administration and District Administration-structure; Civil Services; Administrative Reforms Important Committees and Commissions; Rural Development: Institutions, agencies and programmes; Panchayati Raj; 73rd Constitutional amendment; Urban Local Government: Municipal governance; 74th Constitutional Amendment; National Police Commission; Investigative agencies; Reforms in Police. National Human Rights Commission; Disaster management; Emerging issues and challenges to Indian administration.

18. Consumer Behavior:

Consumer behavior: definition, nature and scope. Interdisciplinary and multidisciplinary characteristics. Marketing concept, societal marketing concept, social responsibility and ethics in consumer behavior. Consumer decision-making process: Routinised response, limited and extensive problem solving behavior. Howard-Sheth, Engell, Kollat-blackwell and Nicosia models of consumer decision-making. Consumer motivation: Needs, goals and their interdependence. Rational vs. emotional motives, Dynamic nature of motivation, Hierarchy of needs. . The consumer research process, quantitative and qualitative research. Reference group influence: types of consumer relevant groups, factors affecting group influence, application of reference group concept. Consumer perception: Absolute and differential threshold, subliminal perception. Perceptual selection, organization and interpretation. Consumer learning: Motivation, cues, response and reinforcement. Behavioral learning and cognitive learning theories. Personality and consumer behavior: Nature of personality, Freudian, Neo-freudian and trait theories. Role of personality in understanding consumer diversity. Impact of social class, culture, subculture and cross-cultural factors on consumer behavior. The process of opinion leadership and motivation behind opinion leadership.

19. Strategic Management:

Definition, nature, scope, and relevance of strategic management; Strategic decision-making. Historical perspective of Strategy. Process of strategic management and levels at which strategy operates. Role of strategists, Building Company's vision, core purpose and core value of an organization, Porras's BHAG framework, Prahalad's concept of Strategic intent. Hamel's framework of Core-competence. Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques SWOT. Industry level analysis: Porter's five forces model. Methods and techniques used for organizational appraisal: Porter's Value chain analysis. Blue ocean strategy concepts and application. Identification, of resources and capabilities in strategy formulation. Role of resources and capabilities in strategy formulation. Appraising resources and capabilities in strategy formulation. Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Corporate. Corporate level analysis (BCG, GE Nine-cell). Business level strategies—Porter's framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies. Strategic innovation concepts and application. Clayton's framework of disruptive innovations. Game theory application in Strategy formulation and analysis. Role and Relevance of Strategy, Organization Structure and Management Systems in strategy implementation. Leadership development pipeline and corporate culture. Strategic control and operational Control. Current Trends in Strategic Management (strategy in networks).

20. International Business:

Growth of international business: Evolution and Development of international business, Factors leading to growth in international business, Globalisation, Multinationals; Impact of MNC's in developing countries. Environment of international business: economic, political, legal and cultural environment. Porter's model; Prahalad and Doz's strategy model, Bartlett & Ghoshal's Model of TNCs. Foreign Direct investment; Foreign Institutional Investment, Organizational structures; evolution and change in global organizational structures; various forms of structures. Control systems and procedures. Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Hecksher-Ohlin Theory, Vernon's Theory of International Product Life Cycle. Balance of trade and balance of payments: Constituents of Capital Account and Current Account, Reasons and



remedies for Adverse Balance of Payment. Convertibility of Capital Account. Foreign exchange; Theories of Foreign Exchange rate determination-Mint Parity Theory, Purchasing Power Parity Theory, Balance of Payment Theory, Interest Rate Parity Theory, Role of world bodies like World Bank, IMF, IBRD and WTO in International Trade.

21. Customer Relationship Management:

Fundamentals of Customer Relationship Management; Evolution of relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM Implementation. Customer Satisfaction: Meaning, Definition, Significance of Customer Satisfaction, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Customer Satisfaction Practices. Technology Dimensions- E- CRM in Business, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, Functional Components of CRM, Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM software. Employee-Organisation Relationship, Employee- Customer Linkage, Factors effecting employee's customer-oriented behavior, Essentials of building employee relationship, Service Failure, Service Recovery Management, Service Recovery Paradox, Customer Life time value, customer profitability, customer recall management, customer experience management, customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry, and aviation industry.

22. Services Marketing:

Definition, Nature and scope of services marketing. Factors influencing the growth in Services economy – Characteristics of Services – Development of Services Marketing Thought – Opportunities and challenges in services marketing – Differences between Goods and Services – Expanded Marketing Mix for Services. Classification schemes in Services Marketing – Lovelock's Classification of Services. Exchange and relationship perspective of services. Bateson's Servuction model, Gronroos's service-system Model, Fisk's Service Theater Model, Gummesson's 30R model. Synthesized Model of perceived service quality. Liljander-Strandvik Model of relationship Quality, Different Schools of thought of services marketing. Kotler's Service marketing triangle perspectives and its modifications. Positioning Dimensions – Importance of positioning in Services Marketing – Steps in developing a positioning strategy – Positioning Maps. Service recovery. Service Blueprint operation imperatives and applications. Servicescape framework and its extended models. Measurement of Customer Service Satisfaction – Service Quality – Parasuraman et al.'s, SERVQUAL dimensions. GAP'S Analysis model and approach of services marketing, Management of Service Gaps. Customer focused service strategy concepts and application..

23. Business Marketing:

Overview of business marketing: business market v/s consumer-goods market, Nature of demand for business markets; Nature and types of Business market customers; Organizational buying process; evaluating the competitive and technological business environment. Relationship management in business marketing; managing the product line for business markets-Core competencies, product quality, management of innovation, New product development process, Managing business marketing channels-channel selection, channel strategies, channel administration; concept of logistics interface. Business marketing communication-integrated communication programs, managing business to business advertising, managing sales force; communication budget; managing the industrial pricing function-industrial pricing process, pricing across product life cycle, price administration; concept of competitive bidding. Concept of business marketing strategy-elements of business strategy-mission, goal,



objective, target; Hierarchies of strategies and role of marketing at each level of hierarchy; implementation skills. Types of marketing control and associated tools; ethical aspects in business marketing.

24. Management of Industrial Relations:

Concepts and significance and various perspectives of industrial relations –systems, unitarist, Gandhian, psychological and sociological approach to industrial relations. Difference between industrial relations and human resource management, Trade Unions, its growth, types and functions of trade unions. Industrial disputes, concept, types of disputes, causes and impact of industrial disputes, workers Grievance, its significance and functions, grievance handling procedure in India, five step model for grievance handling, Concept of conciliation, mediation, arbitration and adjudication in brief. Negotiation and collective bargaining, features, process of collective bargaining, concept of significance of workers participation in management, collective bargaining v/s worker's participation in management, Joint management councils, shop councils, workers committees. Labour Welfare Measures, Concept, significance and features of Labour welfare measures, Welfare Funds – Workers Education and Training Schemes at regional, state and national level, Industrial accidents, Causes and preventions of industrial accidents.

25. Organizational Theory and Development:

Organization and Organization theory: basic concepts. Strategy, Organization Design. Fundamentals of organization Structure; Mintzberg approach to organization structure. Organization efficiency and effectiveness and approaches to measuring effectiveness. The external environment. Inter organizational relationships. Designing organization for international environment. Organization size, life cycle, and decline. Organization culture and ethical values. Innovation and change. Organization development; basic concepts. Organization diagnosis; Tools and techniques for organization diagnosis. Change agent/OD Consultant. Foundation of OD : action research, survey feedback, systems theory, teams and teamwork, Process of OD, change model, berke and litwin. OD interventions; Team, Intergroup, structural and individual interventions.
