

# Management Optional Syllabus

## UPSC Civil services Main Examination

This page will give you complete information on the **Syllabus of Management Optional** for UPSC Civil Services exam. The Syllabus for Management subject consists of total of 12 units, which are divided into two Papers. The Paper 1 has two parts, Part A and Part B. Similarly, Paper 2 has two parts, Part A and Part B. Thus total 12 units are divided into 4 sub-parts.

Paper 1- Part A: Managerial Function, Organizational Behaviour, HRM (*Units 1 to 3*)

Paper 1- Part B: Financial Management, Accounting, Marketing Management (*Units 4 to 6*)

Paper 2- Part A: Operations Management, Managerial Stats, MIS (*Units 7 to 9*)

Paper 2- Part B: Government Business Interface, Strategic Management, International Business (*Units 10 to 12*)

The details syllabus for each unit of syllabus for Management subject for UPSC Optional is given below.

### **Unit 1: Managerial Function**

- 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.

### **Unit 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.

**Unit 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;
- Industrial relations;
- Human resources accounting and audit;
- Human resource information system;
- International human resource management

**Unit 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,
- 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

**Unit 5: Financial Management**

- Goals 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

### **Unit 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.

### **Unit 7: Quantitative Techniques in Decision Making**

- Descriptive statistics – tabular, graphical and numerical methods,
- Introduction to probability,
- Discrete and continuous probability distributions,
- Inferential statistics sampling distributions, central limit theorem,
- Hypothesis testing for differences between means and proportions, inference about population variances,
- Chi-square and ANOVA,
- Simple correlation and regression,
- Time series and forecasting,
- Decision theory,
- Index numbers;

- Linear programming – problem formulation, simplex method and graphical solution, sensitivity analysis.

### **Unit 8: Production and Operations Management**

- Fundamentals of operations management;
- Organizing for production;
- Aggregate production planning, capacity planning,
- Plant design: process planning, plant size and scale of operations,
- Management of facilities;
- Line balancing;
- Equipment replacement and maintenance;
- Production control;
- Supply chain management - vendor evaluation and audit;
- Quality management;
- Statistical process control, Six Sigma;
- Flexibility and agility in manufacturing systems;
- World class manufacturing;
- Project management concepts, R&D management,
- Management of service operations;
- Role and importance of materials management, value analysis, make or buy decision;
- Inventory control, MRP;
- Waste management.

### **Unit 9: Management Information System**

- Conceptual foundations of information systems;
- Information theory;
- Information resource management;
- Types of information systems;
- Systems development - Overview of systems and design; System development management life-cycle, Designing for online and distributed environments;
- Implementation and control of project;
- Trends in information technology;
- Managing data resources - Organising data;
- DSS and RDBMS;
- Enterprise Resource Planning (ERP),
- Expert systems,
- e-Business architecture,
- e-Governance;
- Information systems planning,
- Flexibility in information systems;
- User involvement;
- Evaluation of information systems.

**Unit 10: Government Business Interface**

- State participation in business,
- Interaction between Government, Business and different Chambers of Commerce and Industry in India;
- Government's policy with regard to Small Scale Industries;
- Government clearances for establishing a new enterprise;
- Public Distribution System;
- Government control over price and distribution;
- Consumer Protection Act (CPA) and The Role of voluntary organizations in protecting consumers' rights;
- New Industrial Policy of the Government: liberalization, deregulation and privatisation;
- Indian planning system;
- Government policy concerning development of Backward areas/regions;
- The Responsibilities of the business as well as the Government to protect the environment;
- Corporate Governance;
- Cyber Laws.

**Unit 11: Strategic Management**

- Business policy as a field of study;
- Nature and scope of strategic management,
- Strategic intent, vision, objectives and policies;
- Process of strategic planning and implementation;
- Environmental analysis and internal analysis; SWOT analysis;
- Tools and techniques for strategic analysis - Impact matrix: The experience curve, BCG matrix, GEC mode, Industry analysis, Concept of value chain; Strategic profile of a firm;
- Framework for analysing competition;
- Competitive advantage of a firm;
- Generic competitive strategies;
- Growth strategies – expansion, integration and diversification;
- Concept of core competence,
- Strategic flexibility;
- Reinventing strategy;
- Strategy and structure;
- Chief Executive and Board;
- Turnaround management;
- Management of strategic change;
- Strategic alliances,
- Mergers and Acquisitions;
- Strategy and corporate evolution in the Indian context.

**Unit 12: International Business**

- International Business Environment: Changing composition of trade in goods and services; India's Foreign Trade: Policy and trends;
- Financing of International trade;
- Regional Economic Cooperation; FTAs;

- Internationalisation of service firms;
- International production; Operation Management in International companies;
- International Taxation;
- Global competitiveness and technological developments;
- Global e-Business;
- Designing global organisational structure and control;
- Multicultural management;
- Global business strategy;
- Global marketing strategies;
- Export Management;
- Export- Import procedures;
- Joint Ventures;
- Foreign Investment: Foreign direct investment and foreign portfolio investment;
- Cross-border Mergers and Acquisitions;
- Foreign Exchange Risk Exposure Management;
- World Financial Markets and International Banking;
- External Debt Management;
- Country Risk Analysis