

## Maharashtra Public Service Commission

### Civil Services Exam – Mains Optional

#### Management

(Code No : 801)

#### Paper - I

**Standard :** Degree.

**Total Marks :** 200

**Nature of Paper :** Conventional Type

**Duration :** 3 Hours

- Note:**
- 1) Answers to this paper must be written either in English or in Marathi.
  - 2) This paper will test the candidate's ability to comprehend, to analyse, to interpret, to criticise and to appraise the subject matter related to the topics/sub topics mentioned below.
  - 3) It is expected from candidates to study the latest and recent developments and happenings pertaining to the topics/sub topics mentioned below.

#### Section - A ( Marks : 50 )

#### 1) Principles of Management :

- .01) The concept of Management - The process of Management - evolution of Management Thought- Recent trends - Managerial role and functions, Planning Perspective- Objectives & Policies, Hierarchy of Planning - Planning Process- decision making.
- .02) Organisation structure, typical pattern of grouping activities, Criteria for grouping activities, concept of authority, responsibility. Delegation, accountability, delegation, decentralization, centralization, nature of staff - work, line and staff relations, lateral relations, committees.
- .03) Communication perspective, Actuating perspective, motivation, supervision, Direction, Leadership, Control perspective, Concept of control, process of control.

#### 2) Total Quality Management :

- .01) Techniques of TQM - Reengineering - Empowerment - Benchmarking - down Sizing - Learning Organisations.
- .02) Latest Trends in Management - Quality Circles, Kaizen, 5-S, Just in Time, ISO 9000 – 2000, Six Sigma.

#### Section - B ( Marks : 50 )

#### 3) Organisational Behaviour:

- .01) Concept, Importance, Historical background, fundamental concept of OB - different models of OB, perception, personality and attitudes and dynamics, learning, theory of motivation and their relevance.
- .02) Understanding group behaviour and dynamics, stress management, conflict management, conflict resolution, managing change, innovation in organisational design such as networks, Knowledge based enterprise systems and processes.

- 4) **Business Environment:**
- .01) Concept and analysis of Macro business environment - Indian and global, Analysis of structural dimensions of Indian Economy.
  - .02) Direction of change and impact on business decision, regulatory and promotional policies, privatisation, liberalisation, globalisation and corporatisation problems and prospects.
- Section - C ( Marks : 50 )**
- 5) **Managerial Ethics and Challenges in the Future :**
- .01) Ethics in the Workplace - Formulation of ethics - Managerial ethics - Managing ethical behaviour - Codes of Ethics - Ethics training - Encouraging ethical behaviour, Management of Change, Organizational Development - Globalization - Demographic Change Resource Availability.
  - .02) Social Responsibility - Areas of social responsibility - Managing social responsibility Entrepreneurship and Intrapreneurship.
- 6) **Quantitative Techniques in Decision Making :**
- .01) Classification of data, Measures of central tendency and dispersion, correlation and regression, Time series analysis and forecasting techniques.
  - .02) Elementary concepts of Binomial, Poisson and normal distribution, Linear programming, problem formulation, Simplex method and graphical solution, PERT and CPM, decision making under certainty.
- Section - D ( Marks : 50 )**
- 7) **Strategic Management:**
- .01) Strategic management - An introduction, Concept and characteristics of strategic management, stakeholders in business, Strategy formulation- Analysis of Environmental opportunities and threats, formation of organizational vision, mission and objectives, Strategic Analysis and choice - Corporate Portfolio analysis, SWOT analysis and GAP analysis.
  - .02) Porter's 5 forces model of competition, Mc Kinsey 7s framework, GE 9 cell model, Distinctive competitiveness, Selection of matrix, Design of Strategic business units, Strategy Implementation, Issues in implementation, Project implementation and procedural implementation, Resource allocation, Strategy Evaluation.
- 8) **Management Control System:**
- .01) Basic concept and characteristics, understanding strategic behaviour, responsibility centers, strategic planning and preparation of budget, Zero based budgets, Cost analysis, Activity based costing.
  - .02) Cost drivers and their measurement, Target costing, Profit variance analysis, Analysis and evaluation of performance, Control system in Service organization. Modern control methods, controlling global enterprises, Transfer pricing and management of risk. Concept of social audit.

### Paper - II

**Standard :** Degree.

**Total Marks :** 200

**Nature of Paper :** Conventional Type

**Duration :** 3 Hours

**Note :** 1) Answers to this paper must be written either in English or in Marathi.

- 2) This paper will test the candidate's ability to comprehend, to analyse, to interpret, to criticise and to appraise the subject matter related to the topics/sub topics mentioned below.
- 3) It is expected from candidates to study the latest and recent developments and happenings pertaining to the topics/sub topics mentioned below.

**Section - A ( Marks : 50 )**

**1) Financial Management:**

- .01) Goal, scope and significance of finance function, analysis of financial position : Ratio and fund flow analysis, Concepts of value and return, Valuation of bonds and shares, Risk and return.
- .02) Portfolio theory, CAPM and APM, option pricing, financial and operating leverage, design of capital structure : theories and practices, Capital Budgeting, Management of working capital, Estimation and financing, Management of cash, Receivables and Inventory and current liabilities.
- .03) Capital and money markets, Institutions and instruments, Leasing, Hire purchasing, Venture capital, Mergers and acquisitions, Shareholder value creation, Dividend policy.
- .04) Corporate financial policy and strategy, management of corporate distress and restructuring strategy, regulation of capital market.

**Section - B ( Marks : 50 )**

**2) Marketing Management:**

- .01) Concept, Function, Significance, Marketing Planning process - Analysis of Marketing environment, Marketing Information system and marketing research, understanding Consumer behaviour, Demand Forecasting, Segmentation, targeting and positioning.
- .02) Product management, Brand management, pricing strategy, distribution channels and logistics, public distribution system, Marketing communication, competitive strategy, Marketing Implementation and control, Evaluation and control of marketing function, Services and nonprofit marketing, Social marketing, Ethics in Marketing, e-Marketing.

**3) International Business:**

- .01) International business environment, Changing composition of trade in goods and services, Emerging areas of trade, evolution of international trade policies, Instruments of trade policy, Institutions of international business.
- .02) **GATT/WTO** : TRIPS and TRIMS-labour conditions and environmental issues, trade in services and Agro-products, role of IMF, World bank, UNCTAD, regional economic cooperation, International marketing management - Export finance, management of risk, Export - Import procedure and documentation.

**Section - C ( Marks : 50 )**

**4) Production And Materials Management:**

- .01) Production Management - Nature, Scope, Importance and Function. Aggregate Production Planning, Capacity Planning.
- .02) Plant Location Planning, Plant Size and Scale of operations, Layout, Facility Design, Methods of Manufacturing.
- .03) Maintenance Management, Inspection, Work Study, Production Control,

Materials Management - Scope, Objectives, Role and Importance, Forecasting Material requirement, planning, inventory, inventory control.

- .04)** Material Handling, Supply Chain Management, Vendor Evaluation And Audit, Quality Management, Value Analysis, Quality Control, Make or Buy Decision, Codification, Standardization, Purchasing Management, International Buying.

**Section - D ( Marks : 50 )**

**5) Management Information System:**

- .01)** Conceptual Foundation of Information System, Need, Purpose, Objectives, Information Resource Management, Information Technology and New trends.
- .02)** Managing Data Resources- Organizing Data, DSS and RDBMS, System Analysis and Design, System Development Management Life Cycle. Designing On - Line and Distributed Environments, Implementation and Control of Project.

**6) Human Resource Management:**

- .01)** Concept, functions and importance, Manpower planning, recruitment, selection, training and development, promotion and transfer, Performance management.
- .02)** Job evaluation, Job enrichment, Job enlargement, Compensation management, retirement, employee moral and productivity, management of organizational climate and industrial relations, Human Resource Accounting and Audit.

\*\*\*\*\*