

UPSC CSE Management Syllabus 2024

The UPSC management optional syllabus covers principles of management, organizational behavior, human resource management, financial management, marketing management, production management, and quantitative analysis. Key topics include planning, organizing, staffing, directing and controlling functions, motivation theories, performance management, capital budgeting, working capital management, pricing strategies, product development, OR techniques, and statistics.

UPSC CSE Management Syllabus 2024 Paper 1

1. Managerial Function and Process:

- Concept and foundations of management
- Evolution of Management Thoughts
- Managerial Functions: Planning, Organizing, and 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
- Individual processes: personality, values and attitude, perception, motivation, learning and reinforcement, work stress and stress management
- Dynamics of organizational behaviour: power and politics, conflict and negotiation, leadership process and styles, communication
- 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
- Management accounting Concepts – 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
- 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.

5. 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.

UPSC CSE Management Syllabus 2024 Paper 2

1. 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
- Chi-Square and ANOVA
- Simple correlation and regression
- Time series and forecasting
- Decision theory

- Index numbers
- Linear programming: Problem formulation, simplex method, graphical solution, sensitivity analysis

2. Production and Operations Management:

- Fundamentals of operations management
- Aggregate production planning, capacity planning
- Plant design: Process planning, plant size, scale of operations
- Management of facilities, line balancing
- Equipment replacement and maintenance
- Production control, supply chain management
- Quality management: Statistical process control, Six Sigma
- Project management concepts, R&D management
- Management of service operations
- Materials management, value analysis
- Inventory control, MRP
- Waste management

3. Management Information System:

- Conceptual foundations of information systems, information theory
- Information resource management
- Types of Information Systems
- Systems Development: Overview, life-cycle, designing online and distributed environments
- Implementation and control of projects
- Trends in information technology
- Managing data resources, organizing 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

4. Government Business Interface:

- New Industrial Policy
- Public Distribution System, Consumer Protection Act
- Government policy regarding Small Scale Industries
- State participation in business
- Liberalization, deregulation, and privatization
- Indian planning system
- Government policy for the development of Backward areas/regions
- Corporate Governance, Cyber Laws

5. Strategic Cost Management:

- Nature and scope of strategic management
- Process of strategic planning and implementation
- Environmental and internal analysis

- Tools and techniques for strategic analysis
- Impact matrix, industry analysis
- Competitive advantage, generic competitive strategies
- Growth strategies, expansion, integration, diversification
- Strategic flexibility, management of strategic change
- Strategic alliances, mergers and acquisitions

6. International Business:

- International Business Environment
- India's Foreign Trade: Policy and trends, financing of international trade
- Regional Economic Cooperation, FTAs
- Internationalization of service firms, international production
- International taxation
- Global competitiveness, technological developments
- Global E-Business, global organizational structure
- Multicultural management, global business strategy
- Global marketing strategies, export management
- Foreign investment: FDI, foreign portfolio investment
- Foreign exchange risk exposure management
- World financial markets, international banking
- External debt management, country risk analysis

