JSPM UNIVERSITY PUNE

UPDATED RPET SYLLABUS – MANAGEMENT A.Y.2026-27

(Revised with contemporary tools, technologies and analytical applications)

UNIT I: MANAGERIAL ECONOMICS

- Demand analysis, elasticity and demand estimation; production function and production theory; cost–output relations; market structures and pricing techniques.
- Demand, cost, profit and business forecasting using quantitative methods; time-series analysis, regression and scenario analysis.
- Macroeconomic indicators, national income concepts, economic policy, export–import policy and business environment.
- Contemporary applications: economic dashboards and open data; spreadsheet-based demand/cost modelling; data visualisation; AI-assisted economic research with source verification; sensitivity and scenario modelling.

UNIT II: PRINCIPLES AND PRACTICES OF MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

- Functions of Management; concepts and significance of organizational behaviour, organizational culture and climate; theories of organizational behaviour; organizational structure and design.
- Individual behaviour: personality, perception, values and attitudes, emotional intelligence and personality theories; group behaviour, power, politics and team effectiveness group dynamics and teamwork; motivation—types and theories; leadership—types and theories, contemporary leadership theories,
- Learning—types and barriers; conflict management, organizational stress and employee well-being; change management, established change models; communication—types and barriers; organizational development—theories, interventions and models.
- Contemporary applications: virtual and hybrid teams; collaboration platforms; digital communication and feedback tools; people analytics; employee engagement and pulse-survey dashboards; AI-enabled decision support and ethical concerns; change analytics and digital organizational design.

UNIT III: HUMAN RESOURCE MANAGEMENT

- Concepts and perspectives in HRM; human resource planning—objectives, process and techniques; job analysis, job description and job evaluation; recruitment, selection and exit policy.
- Training and development; training need analysis and methods; performance appraisal and evaluation; compensation management and wage determination.

- Industrial relations, trade unions, dispute resolution, grievance management and labour welfare.
- Contemporary applications: HR Information Systems (HRIS), Human Resource Management Systems (HRMS), Applicant Tracking Systems (ATS), e-recruitment and digital assessment; learning management systems (LMS); competency and skills analytics; people analytics and workforce dashboards; AI-enabled HR applications, algorithmic bias, privacy and responsible use; digital payroll and performance-management systems.

UNIT IV: FINANCIAL MANAGEMENT

- Nature and scope of financial management; long-term and short-term financing instruments; time value of money and cost of capital; capital structure; capital budgeting and risk analysis.
- Working capital management; dividend policy and its determinants; financial analysis, ratio analysis and cash-flow statements.
- Contemporary applications: spreadsheet-based financial modelling; financial dashboards and visual analytics; scenario, sensitivity and simulation analysis; valuation and capital-budgeting tools; digital banking, fintech, payment systems and financial data platforms; AI-assisted financial analysis with validation; cybersecurity, data privacy and responsible financial technology.

UNIT V: MARKETING MANAGEMENT

- Marketing concepts, nature, scope and orientations; core concepts of customer value, satisfaction and marketing mix (4Ps and 7Ps); marketing environment and scanning; Marketing Information Systems (MIS) and marketing research.
- Consumer and industrial markets; demand measurement and forecasting; market segmentation, targeting and positioning; product decisions, product mix, product life cycle, new product development, branding and packaging; pricing methods and strategies. Promotion mix, advertising, sales promotion, personal selling, public relations and Integrated Marketing Communication (IMC); channel management, distribution strategies, Vertical Marketing Systems (VMS), evaluation and control of marketing efforts;
- Digital marketing concepts and strategies; e-commerce (B2B and B2C); social listening and sentiment analysis; web and marketing analytics; SEO/SEM; social media and content marketing; marketing automation and customer-data platforms; A/B testing and conversion optimization; e-commerce marketplaces and omnichannel systems; AI-assisted content, personalization and predictive analytics; data privacy, consumer consent and ethical issues in digital marketing.

UNIT VI: PRODUCTION & OPERATIONS MANAGEMENT

- Role and scope of production management; facility location; layout planning and analysis; production planning and control; production-process analysis; demand forecasting for operations; product-mix determinants; production scheduling; work measurement; time and motion study; statistical quality control.
- Operations research: linear programming, transportation models, inventory control and PERT/CPM.
- Supply chains: concepts and responsive/efficient supply chains; retail, industrial, service and digital supply-chain management.
- Contemporary applications: ERP and Manufacturing Execution Systems (MES); computer-aided planning and scheduling; IoT sensors and real-time operations monitoring; predictive maintenance; digital twins; robotics and automation; AI/ML-based demand forecasting; advanced analytics and optimisation; warehouse management systems (WMS), transport management systems (TMS), RFID/barcodes and supply-chain visibility; lean, Six Sigma and quality dashboards; sustainability and resilient supply chains.

UNIT VII: IT IN MANAGEMENT

- Use of computers in managerial applications; technology issues and data processing in organizations; information systems; MIS and decision-making; system analysis and design; internet and internet-based applications.
- Contemporary applications: cloud computing and SaaS; enterprise systems (ERP, CRM, SCM); business intelligence and analytics; data warehouses and data visualisation; AI,

generative AI and machine learning in management; automation and robotic process automation (RPA); cybersecurity, privacy, governance and digital ethics; agile development, design thinking and low-code/no-code platforms; blockchain applications and limitations.

UNIT VIII: CORPORATE STRATEGY & BUSINESS ETHICS

- Concept of corporate strategy; components of strategy formulation; Ansoff's Growth Vector/Matrix; BCG model; Porter's generic strategies; competitor analysis; strategic dimensions and group mapping; industry analysis; strategies across industry evolution, fragmentation, maturity and decline.
- Competitive and corporate strategy; managing cultural diversity; global entry strategies; globalization of financial systems and services.
- Ethical issues in management; Corporate Social Responsibility (CSR); corporate governance and ethics.
- Contemporary applications: PESTLE and scenario planning; digital business models and platform strategy; strategic dashboards and data-driven decision-making; competitive intelligence and market analytics; ecosystem and network analysis; AI-enabled strategy tools with critical evaluation; ESG and sustainability reporting; cyber-risk, data governance, responsible AI, stakeholder ethics and digital compliance.

UNIT IX: INNOVATION & ENTREPRENEURSHIP

- Concepts, types and characteristics of entrepreneurship; motivation; competencies and their development; innovation and entrepreneurship; organizational entrepreneurship/intrapreneurship.
- Small business concepts; government policy for promotion of small and tiny enterprises; business-opportunity identification; detailed business-plan preparation; managing small enterprises; planning for growth; sickness and rehabilitation of sick enterprises; start-up ventures.
- Contemporary applications: design thinking and lean startup; business-model canvas and value-proposition design; customer discovery and digital market validation; prototyping and minimum viable products (MVPs); innovation management and collaboration platforms; startup incubators, accelerators and funding ecosystems; digital business plans and financial projections; e-commerce, cloud and no-code tools; AI-assisted ideation and market research with validation; intellectual property, data protection, responsible innovation and sustainability.