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UPSC Notification dated 22.02.2017.

1. Total Papers in **Main Exam** are
 - a) **Qualifying Papers** : 1 English and 1 Indian Language of choice 300 marks each
 - b) **Compulsory** : 1 Essay, plus 4 General Studies Papers 250 marks each
2. **ONLY one** optional subject is required to be selected. It will have two Papers 1 and 2 of 250 marks each
 - c) Optional subject is to be indicated at the time of filling the form for Preliminary Examination.
 - d) Candidates may choose any **1 optional subject** from amongst the list of 25 Optional Subjects given on page 126 of UPSC's Notification dated 22.02.2017.
 - e) Out of the 26 optional subjects, the syllabus of only the following three is given as these are covered on this learning platform :
 - a) English Literature Papers 1 and 2
 - b) History Papers 1 and 2
 - c) Management Papers 1 and 2

ENGLISH LITERATURE

The syllabus consists of two papers, designed **to test a first-hand and critical reading of texts prescribed** from the following periods in English Literature:

Paper 1: 1600-1900 and

Paper 2 : 1900- 1990.

There will be **two compulsory questions in each** paper:

- a) A short notes question related to the topics for general study, and
- b) A critical analysis of UNSEEN passages both in prose and verse.

Paper 1 Answers must be written in English.

Texts for detailed study are listed below. Candidates will also be required to show adequate knowledge of the following topics and movements:

- a) The Renaissance :
- b) Elizabethan and Jacobean Drama;
- c) Metaphysical Poetry;
- d) The Epic and the Mock-epic;
- e) Neo-classicism;
- f) Satire;
- g) The Romantic Movement;
- h) The Rise of the Novel;
- i) The Victorian Age.

Section A

1. William Shakespeare: King Lear and The Tempest.
2. John Donne. The following poems :
 - a) Canonization;
 - b) Death be not proud;
 - c) The Good Morrow;
 - d) On his Mistress going to bed;
 - e) The Relic;
3. John Milton : Paradise Lost, 1, 2, 4, 9
4. Alexander Pope. The Rape of the Lock.
5. William Wordsworth. The following poems:
 - a) Ode on Intimations of Immortality
 - b) Tintern Abbey.
 - c) Three years she grew.
 - d) She dwelt among untrodden ways.
 - e) Michael.
 - f) Resolution and Independence.
 - g) The World is too much with us.
 - h) Milton, thou shouldst be living at this hour.
 - i) Upon Westminster Bridge.

6. Alfred Tennyson : In Memoriam.
7. Henrik Ibsen : A Doll's House (Drama)

Section-B

1. Jonathan Swift. Gulliver's Travels.
2. Jane Austen. Pride and Prejudice.
3. Henry Fielding. Tom Jones.
4. Charles Dickens. Hard Times.
5. George Eliot. The Mill on the Floss.
6. Thomas Hardy. Tess of the d'Urbervilles.
7. Mark Twain. The Adventures of Huckleberry Finn.

ENGLISH LITERATURE PAPER 2

Answers must be written in English. Texts for detailed study are listed below. Candidates will also be required to show adequate knowledge of the following topics and movements

- 1) Modernism;
- 2) Poets of the Thirties;
- 3) The stream of consciousness Novel;
- 4) Absurd Drama;
- 5) Colonialism and Post Colonialism;
- 6) Indian Writing in English;
- 7) Marxist, Psychoanalytical
and Feminist approaches to literature;
- 8) Post Modernism.

Section-A

1. William Butler Yeats. The following poems: Easter 1916, The Second Coming, A Prayer for my daughter. Sailing to Byzantium. Byzantium. The Tower. Among School Children. Leda and the Swan. Meru Lapis Lazuli

2. T.S. Eliot.

- a) The Love Song of J. Alfred Prufrock
- b) Journey of the Magi.
- c) Burnt Norton.

5. W.H. Auden.

- a) Partition
- b) Musee des Beaux Arts
- c) In Memory of W.B. Yeats,
- d) Lay your sleeping head, my love,
- e) The Unknown Citizen
- f) Consider
- g) Mundus Et Infans ,
- h) The Shield of Achilles,
- i) September 1, 1939,
- j) Petition.

4. John Osborne: Look Back in Anger.

5. Samuel Beckett: Waiting for Godot.

6. Philip Larkin.

- a) Next
- b) Please.
- c) Deceptions,
- d) Afternoons,
- e) Days,
- f) Mr. Bleaney

7. A.K. Ramanujan:

- a) Looking for a Causim on a Swing,
- b) A River,
- c) Of Mothers, among other Things,
- d) Love Poem for a Wife ,
- e) Small Scale Reflections on a Great House,
- f) Obituary

(All these poems are available in the anthology 'Ten Twentieth Century Indian Poets', edited by R. Parthasarthy, published by Oxford University Press, New Delhi).

Section-B

1. Joseph Conrad: Lord Jim
2. James Joyce : Portrait of the Artist as a Young Man.
3. D.H. Lawrence: Sons and Lovers
4. E.M. Forster: A Passage to India
5. Virginia Woolf : Mrs Dalloway.
6. Raja Rao: Kanthapura
7. V.S. Naipal: A House for Mr. Biswas

HISTORY PAPER 1

1. **Sources:** **Archaeological sources:** Exploration, excavation, epigraphy, numismatics, monuments **Literary sources:** Indigenous: Primary and secondary; poetry, scientific literature, literature, literature in regional languages, religious literature. **Foreign accounts:** Greek, Chinese and Arab writers.
2. Pre-history and Proto-history: Geographical factors; hunting and gathering (paleolithic and mesolithic); Beginning of agriculture (neolithic and chalcolithic).
3. **Indus Valley Civilization:** Origin, date, extent, characteristics, decline, survival and significance, art and architecture.
4. **Megalithic Cultures:** Distribution of pastoral and farming cultures outside the Indus, Development of community life, Settlements, Development of agriculture, Crafts, Pottery, and Iron industry.

5. **Aryans and Vedic Period:** Expansions of Aryans in India. Vedic Period: Religious and philosophic literature; Transformation from Rig Vedic period to the later Vedic period; Political, social and economical life; Significance of the Vedic Age; Evolution of Monarchy and Varna system.
6. **Period of Mahajanapadas:** Formation of States (Mahajanapada) : Republics and monarchies; Rise of urban centres; Trade routes; Economic growth; Introduction of coinage; Spread of Jainism and Buddhism; Rise of Magadha and Nandas; Iranian and Macedonian invasions and their impact
7. **Mauryan Empire:** Foundation of the Mauryan Empire, Chandragupta, Kautilya and Arthashastra; Ashoka; Concept of Dharma; Edicts; Polity, Administration; Economy; Art, architecture and sculpture; External contacts; Religion; Spread of religion; Literature. Disintegration of the empire; Sungas and Kanvas.
8. **Post Mauryan Period** (Indo Greeks, Sakas, Kushanas, Western Kshatrapas) : Contact with outside world; growth of urban centres, economy, coinage, development of religions, Mahayana, social conditions, art, architecture, culture, literature and science.
9. **Early State and Society in Eastern India, Deccan and South India:** Kharavela, The Satavahanas, Tamil States of the Sangam Age; Administration, economy, land grants, coinage, trade guilds and urban centres; Buddhist centres; Sangam literature and culture; Art and architecture.
10. **Guptas, Vakatakas and Vardhanas:** Polity and administration, Economic conditions, Coinage of the Guptas, Land grants, Decline of urban centres, Indian feudalism, Caste system, Position of women, Education and educational institutions; Nalanda, Vikramshila and Vallabhi, Literature, scientific literature, art and architecture.

11. **Regional States during Gupta Era:** The Kadambas, Pallavas, Chalukyas of Badami; Polity and Administration, Trade guilds, Literature; growth of Vaishnava and Saiva religions.
 - 11.1 Tamil Bhakti movement, Shankaracharya; Vedanta; Institutions of temple and temple architecture;
 - 11.2 Palas, Senas, Rashtrakutas, Paramaras, Polity and administration; Cultural aspects.
 - 11.3 Arab conquest of Sind; Alberuni
 - 11.4 The Chalukyas of Kalyana, Cholas, Hoysalas, Pandyas; Polity and Administration; local Government;
 - 11.5 Growth of art and architecture, religious sects, Institution of temple and Mathas, Agraharas, education and literature, economy and society.
12. **Themes in Early Indian Cultural History:** Languages and texts, major stages in the evolution of art and architecture, major philosophical thinkers and schools, ideas in Science and Mathematics.
13. **Early Medieval India 750 to 1200:** Polity: Major political developments in Northern India and the Peninsula, origin and the rise of Rajputs ; The Cholas: administration, village economy and society ; 'Indian Feudalism'. Agrarian economy and urban settlements. Trade and commerce. Society: the status of the Brahman and the new social order. Condition of women. Indian science and technology
14. **Cultural Traditions in India, 750 to 1200:** **Philosophy:** Shankaracharya and Vedanta, Ramanuja and Vishishtadvaita,

Madhva and Brahma Mimansa **Religion:** Forms and features of religion, Tamil devotional cult, growth of Bhakti,

14.1 Islam and its arrival in India, Sufism.

14.2 Literature: Literature in Sanskrit, growth of Tamil literature, literature in the newly developing languages.

14.3 Kalhan's Rajtarangini

14.4 Alberuni's India

14.5 Art and Architecture: Temple architecture, sculpture, painting

15. **The Thirteenth Century:** Establishment of the Delhi Sultanate: The Ghurian invasions, factors behind Ghurian success. Economic, social and cultural consequences . Foundation of Delhi Sultanate and early Turkish Sultans. Consolidation: The rule of Iltutmish and Balban

16. **The Fourteenth Century:** 'The Khalji Revolution' Alauddin Khalji: Conquests and territorial expansion, agrarian and economic measures. Muhammad Tughluq: Major projects, agrarian measures, bureaucracy of Muhammad Tughluq. Firuz Tughluq: Agrarian measures, achievements in civil engineering and public works, decline of the Sultanate, foreign contacts and Ibn Battuta's account

17. **Society, Culture and Economy in the Thirteenth and Fourteenth Centuries:** **Society:** composition of rural society, ruling classes, town dwellers, women, religious classes, caste and slavery under the Sultanate, Bhakti movement, Sufi movement. **Culture:** Persian literature, literature in the regional languages of North India, literature in the languages of South India, Sultanate architecture and new structural forms, painting, evolution of a composite culture **Economy:** Agricultural production, rise of urban economy and non-agricultural production, trade and commerce

18. **The Fifteenth and Early Sixteenth Century Political Developments and Economy:** Rise of Provincial Dynasties: Bengal, Kashmir (Zainul Abedin), Gujarat. Malwa, Bahmanids. The Vijayanagra Empire.
 - 18.1 Lodis.
 - 18.2 Mughal Empire, First phase: Babur and Humayun
 - 18.3 The Sur Empire: Sher Shah's administration
 - 18.4 Portuguese Colonial enterprise
 - 18.5 Bhakti and Sufi Movements

19. **The Fifteenth and early Sixteenth Century Society and Culture:** Regional cultural specificities. Literary traditions. Provincial architecture. Society, culture, literature and the arts in Vijayanagara Empire.

20. Akbar: Conquests and consolidation of the Empire Establishment of Jagir and Mansab systems. Rajput policy. Evolution of religious and social outlook. Theory of Sulh i kul and religious policy. Court patronage of art and technology.

21. **Mughal Empire** in the Seventeenth Century: Major administrative policies of Jahangir, Shahjahan and Aurangzeb The Empire and the Zamindars Religious policies of Jahangir, Shahjahan and Aurangzeb Nature of the Mughal State Late Seventeenth century crisis and the revolts The Ahom Kingdom Shivaji and the early Maratha Kingdom.

22. **Economy and Society** in the Sixteenth and Seventeenth Centuries: Population: Agricultural and Craft production. Towns, commerce with Europe through Dutch, English and French companies: a trade revolution. Indian mercantile classes. Banking, insurance and credit systems. Condition of peasants. Condition of women. Evolution of the Sikh community and the Khalsa Panth

23. **Culture** in the Mughal Empire: Persian histories and other literature. Hindi and other religious literature. Mughal architecture. Mughal painting. Provincial architecture and painting. Classical music . Science and technology.
24. **The Eighteenth Century**: Factors for the decline of the Mughal Empire. The regional principalities: Nizam's Deccan, Bengal, Awadh. Maratha ascendancy under the Peshwas. The Maratha fiscal and financial system. Emergence of Afghan Power, Battle of Panipat, 1761. State of politics, culture and economy on the eve of the British conquest

PAPER – II

1. **European Penetration into India**: The Early European Settlements; The Portuguese and the Dutch; The English and the French East India Companies; Their struggle for supremacy; Carnatic Wars; Bengal. The conflict between the English and the Nawabs of Bengal; Siraj and the English; The Battle of Plassey. Significance of Plassey.
2. **British Expansion in India**: Bengal Mir Jafar and Mir Kasim; The Battle of Buxar; Mysore; The Marathas; The three Anglo Maratha Wars; The Punjab.
3. **Early Structure of the British Raj**: The early administrative structure; From diarchy to direct control. The Regulating Act 1773. The Pitt's India Act (1784). The Charter Act (1833). The voice of free trade and the changing character of British colonial rule. The English utilitarian and India.
4. **Economic Impact of British Colonial Rule**:

(a) Land revenue settlements in British India; The Permanent Settlement; Ryotwari Settlement; Mahalwari Settlement; Economic impact of the revenue arrangements; Commercialization of agriculture; Rise of landless agrarian labourers; Impoverishment of the rural society.

(b) Dislocation of traditional trade and commerce; De industrialisation; Decline of traditional crafts; Drain of wealth; Economic transformation of India; Railroad and communication network including telegraph and postal services; Famine and poverty in the rural interior; European business enterprise and its limitations.

5. **Social and Cultural Developments:** The state of indigenous education, its dislocation; Orientalist Anglicist controversy, The introduction of western education in India; The rise of press, literature and public opinion; The rise of modern vernacular literature; Progress of science; Christian missionary activities in India.
6. **Social and Religious Reform movements** in Bengal and Other Areas: Ram Mohan Roy, The Brahmo Movement; Devendranath Tagore; Iswarchandra Vidyasagar; The Young Bengal Movement; Dayanada Saraswati; The social reform movements in India including Sati, widow remarriage, child marriage etc.; The contribution of Indian renaissance to the growth of modern India; Islamic revivalism the Feraizi and Wahabi Movements.
7. **Indian Response to British Rule:** Peasant movements and tribal uprisings in the 18th and 19th centuries including the Rangpur Dhing (1783), the Kol Rebellion (1832), the Mopla Rebellion in Malabar (1841-1920), the Santal Hul (1855), Indigo Rebellion (1859-60), Deccan Uprising (1875) and the Munda Ulgulan (1899-1900); The Great Revolt of 1857 - Origin, character, causes of failure, the consequences; The shift in the character of peasant uprisings in the post-1857 period; the peasant movements of the 1920s and 1930s.

8. **Factors leading to the birth of Indian Nationalism:** Politics of Association; The Foundation of the Indian National Congress; The Safety valve thesis relating to the birth of the Congress; Programme and objectives of Early Congress; the social composition of early Congress leadership; the Moderates and Extremists; The Partition of Bengal (1905); The Swadeshi Movement in Bengal; the economic and political aspects of Swadeshi Movement; The beginning of revolutionary extremism in India.
9. **Rise of Gandhi :** Character of Gandhian nationalism; Gandhi's popular appeal; Rowlatt Satyagraha; the Khilafat Movement; the Non-cooperation Movement; National politics from the end of the Non-cooperation movement to the beginning of the Civil Disobedience movement; the two phases of the Civil Disobedience Movement; Simon Commission; The Nehru Report; the Round Table Conferences; Nationalism and the Peasant Movements; Nationalism and Working class movements; Women and Indian youth and students in Indian politics (1885-1947); the election of 1937 and the formation of ministries; Cripps Mission; the Quit India Movement; the Wavell Plan; The Cabinet Mission.
10. **Constitutional Developments in the Colonial India between 1858 and 1935** Other strands in the National Movement The Revolutionaries: Bengal, the Punjab, Maharashtra, U.P, the Madras Presidency, Outside India. The Left; The Left within the Congress: Jawaharlal Nehru, Subhas Chandra Bose, the Congress Socialist Party; the Communist Party of India, other left parties.
11. **Politics of Separatism:** the Muslim League; the Hindu Mahasabha; Communalism and the politics of partition; Transfer of power; Independence.
12. **Consolidation as a Nation:** Nehru's Foreign Policy; India and her neighbours (1947 to 1964); The linguistic reorganisation of States

- (1935 to 1947); Regionalism and regional inequality; Integration of Princely States; Princes in electoral politics; the Question of National Language.
13. **Caste and Ethnicity** after 1947; Backward castes and tribes in post-colonial electoral politics; Dalit movements.
 14. **Economic development and political change**: Land reforms; the politics of planning and rural reconstruction; Ecology and environmental policy in post - colonial India; Progress of science.
 15. **Enlightenment and Modern ideas**: (a) Major ideas of Enlightenment: Kant, Rousseau (b) Spread of Enlightenment in the colonies (c) Rise of socialist ideas (up to Marx); spread of Marxian Socialism.
 16. **Origins of Modern Politics**: (a) European States System. (b) American Revolution and the Constitution. (c) French revolution and aftermath, 1789 to 1815. (d) American Civil War with reference to Abraham Lincoln and the abolition of slavery. (e) British Democratic Politics, 1815 to 1850; Parliamentary Reformers, Free Traders, Chartists.
 17. **Industrialization**: (a) English Industrial Revolution: Causes and Impact on Society (b) Industrialization in other countries: USA, Germany, Russia, Japan (c) Industrialization and Globalization.
 18. **Nation State System**: (a) Rise of Nationalism in 19th century (b) Nationalism: state-building in Germany and Italy (c) Disintegration of Empires in the face of the emergence of nationalities across the world.
 19. **Imperialism and Colonialism**: (a) South and South-East Asia (b) Latin America and South Africa (c) Australia (d) Imperialism and free trade: Rise of neo-imperialism.

20. **Revolution and Counter Revolution:** 19th Century European revolutions, The Russian Revolution of 1917 to 1921, Fascist Counter Revolution, Italy and Germany. The Chinese Revolution of 1949
21. **World Wars:** (a) 1st and 2nd World Wars as Total Wars: Societal implications (b) World War I: Causes and consequences (c) World War II: Causes and consequence; The World after World War II: Emergence of two power blocs, Emergence of Third World and non-alignment , UNO and the global disputes.
22. **Liberation from Colonial Rule:** Latin America Bolivar, Arab World Egypt , Africa Apartheid to Democracy, South East Asia Vietnam. Decolonization and Underdevelopment: Factors constraining development: Latin America, Africa
23. **Unification of Europe:** Post War Foundations: NATO and European Community, Consolidation and Expansion of European Community, European Union.
24. **Disintegration of Soviet Union** and the Rise of the Uni polar World: (a) Factors leading to the collapse of Soviet communism and the Soviet Union, 1985-1991 (b) Political Changes in Eastern Europe 1989-2001. (c) End of the cold war and US ascendancy in the World as the lone superpower.

MANAGEMENT

The candidate should make a study of the concept and development of management as science and art drawing upon the contributions of leading thinkers of management and apply the concepts to the real life of government and business decision making keeping in view the changes in the strategic and operative environment.

PAPER – I

1. **Managerial Function and Process:** 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.
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.
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; 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.

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.

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.

MANAGEMENT PAPER – II

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 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.
2. **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.
3. **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.

4. **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.
5. **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.
6. **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.