BHARAT SANCHAR NIGAM LIMITED
(A GOVERNMENT OF INDIA ENTERPRISE)
RECRUITMENT OF MANAGEMENT TRAINEES(EXTERNAL) IN BSNL
(No. 2-2/2008-Rectt.)

EXAMINATION DATE OF SCREENING TEST : 01.02.2009
CLOSING DATE OF RECEIPT OF APPLICATION: 18.12.2008

Bharat Sanchar Nigam Ltd. [BSNL] will recruit about 300 [subject to variation depending on the availability of vacancies] Management Trainees(External) through competitive examinations to be held on All India basis, on different dates, as per the details given below:-

Management Trainees(External) :

<table>
<thead>
<tr>
<th>Stream</th>
<th>No. of vacancies</th>
<th>OBC</th>
<th>SC</th>
<th>ST</th>
<th>OC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telecom. Operations</td>
<td>100</td>
<td>27</td>
<td>15</td>
<td>7</td>
<td>51</td>
</tr>
<tr>
<td>Marketing</td>
<td>50</td>
<td>13</td>
<td>7</td>
<td>3</td>
<td>27</td>
</tr>
<tr>
<td>Finance</td>
<td>50</td>
<td>13</td>
<td>7</td>
<td>3</td>
<td>27</td>
</tr>
<tr>
<td>HRM</td>
<td>50</td>
<td>13</td>
<td>7</td>
<td>3</td>
<td>27</td>
</tr>
<tr>
<td>IT</td>
<td>50</td>
<td>13</td>
<td>7</td>
<td>3</td>
<td>27</td>
</tr>
</tbody>
</table>

Reservation as per Central Govt. guidelines will be applicable for SC/ST/OBC/Physically Handicapped [PH].

Against 3% of vacancies reserved for PH category, recruitment has to be made for LI(Locomotive Impairment) and HI(Hearing Impairment) from various categories within the ceiling of existing reservation as per the following details:

Management Trainees (External) :

<table>
<thead>
<tr>
<th>Stream</th>
<th>No. of vacancies</th>
<th>LI</th>
<th>HI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telecom. Operations</td>
<td>100</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Marketing</td>
<td>50</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Finance</td>
<td>50</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>HRM</td>
<td>50</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>IT</td>
<td>50</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

Reservation as per Central Govt. guidelines will be applicable for SC/ST/OBC/Physically Handicapped [PH].
In respect of Physically Handicapped persons, candidates with following physical disability were permitted:-

i. Hearing Impairment - Partially Deaf

ii. Locomotive Impairment - one arm or one leg or both legs affected

(The minimum degree of disability is 40% in order for a person to be eligible for any concession/benefits)

1. Scale of Pay

The post of Management Trainee is in the IDA pay-scale of Rs. 13000-350-18250. Total emoluments at the minimum of pay scale will be (Basic Pay Rs 13,000/- plus D.P. Rs 6500 plus DA Rs 7917/-)= Rs 27,417 plus HRA, CCA, Perks, Medical Benefits, LTC etc. as admissible. The pay scale is likely to be revised upwards.

2. Selection for a Particular Circle & Service liability

The BSNL comprises a number of territorial Circles and functional Circles. The Management Trainee is an All India Cadre and will be controlled by the BSNL Corporate Office centrally. The officers are liable to be transferred anywhere in India at any place falling in the operational area of BSNL. The BSNL has the right to post any selected Management Trainee to any of the Circles either temporarily or on permanent basis. The decision of BSNL in this regard shall be final and binding. The service conditions, seniority etc. of selected candidates will be determined as per prevailing rules of the Corporation from time to time.

3. Eligibility

a) Nationality: Only Indian Nationals would be eligible to apply.

b) Educational Qualifications: Applicant must possess as on 31.12.2009 the educational qualifications as given in Annexure-II. The candidates applying for Management Trainees(External) Examination should possess the first class degree and should have completed his/her courses on a regular full time basis. The candidates
should possess the prescribed qualifications or its equivalent from a recognized Indian Institute/university recognized under Indian Laws.

c) Age: Management Trainee(External) – 30 years, as on 1.8.2009

However, this age is relaxable as per standing instructions on this subject for:

i) For Scheduled Castes & Scheduled Tribes upto 5 years;

ii) For OBC Candidates upto 3 years;

iii) For PH candidates upto 10 years ; (15 years for SC/ST and 13 years for OBC)

vi) For certain other categories like ex-servicemen, displaced persons from East Pakistan[now Bangladesh], repatriates from Burma and Ceylon [now Srilanka], residents of Goa, Daman & Diu, persons migrated from Kenya, Uganda, Republic of Tanzania as per instructions issued by the Central Government from time to time in this regard.


4. Mode of selection and nature of Question Paper

4.1 The mode of selection is through open Competitive Examination. All the candidates shall have to undergo the similar recruitment process i.e. the Written Examination+Group Discussion+Structured Interview. Scheme of Examination and detailed syllabus appears at Annex-III to Annex-V.

4.2 The Screening Test for Management Trainee (External) will be held on 01.02.2009.

4.3 In case of the successful candidates of Screening test of Management Trainee (External) Examination, the dates of holding Written Examination, Group Discussion, Interview & Personality Test will be intimated in due course.
5. **Career Progression:**

5.1. Appointment as Deputy Manager: On successful completion of Probation-cum-training, the officer shall be appointed as Deputy Manager.

5.2. To be promoted as Manager on working as Deputy Manager for two years subject to being adjudged fit for promotion.

5.3. Further career progression for promotion to higher grades shall be regulated by concerned recruitment rules to be notified by BSNL in future.

5.4. Career progression will also be subject to terms and conditions decided consequent to absorption of Group 'A' Officers in BSNL in future. However, at no stage, the absorbed Group 'A' Officers will be ranked junior to Management Trainees recruited by BSNL unless otherwise not affected due to punishment or being judged unfit for promotion.

6. **Minimum qualifying standards**

BSNL may fix minimum qualifying marks for OC/OBC/SC/ST/PH candidates for each section as well as in the aggregate. Candidates obtaining less than minimum-qualifying marks in any of the sections or in aggregate shall not be considered for inclusion in the merit-list.

The appearance of the name in the merit-list does not confer any right on the candidate for employment. A final call letter/appointment letter will be issued to the candidate after completion of all other formalities.

7. **Choice of Examination Centre**

7.1 Applicants are required to indicate their choice of Examination Centre [item 13 of application form] at which they wish to appear. An applicant can opt for any one of the examination centers out of the Circles indicated in the Annexure-I and submit the
application form to the office of the CGM of the Circle concerned at whose examination centre the applicant wishes to appear (e.g. a candidate wishing to appear at Hyderabad centre should submit his/her application to the DGM(Admn), Office of Chief General Manager, Andhra Pradesh). A list of centers and the Deputy General Managers/General Managers to whom the application is to be submitted, is given in Annexure ‘I’ . Admit cards will be issued to eligible applicants by the Office of the CGM concerned.

7.2 The Examination Centre for the Screening Test and Written examination of the Management Trainee(External) Examination will be same..

8. The centre for holding Group Discussion & Interview and Personality Test to the successful candidates of written exam will be intimated subsequently.

9. Fee for examination and application form

9.1 The specimen of the application form is included in this advertisement. Neatly typed [only on one side of paper] copy in A4 size [30 cms. X 20 cms.] may be used for making application. The completed application form should be sent by Registered post to the CGM concerned. The envelope containing application form should be marked “Application for Management Trainees(External) examination” in bold letters on top of the envelope.

Original advertisement or photocopy of the format in the advertisement must not be used for applying and in case a candidate submits such an application the same will not be entertained. The given application format must be separately typed.

9.2 An examination fee of Rs 1500/- is payable in the form of demand draft drawn in favour of Senior Accounts Officer/Accounts Officer payable at the respective stations as given in Annexure ‘I’. The amount of fee shall not be accepted in any other form. Fees once paid shall NOT be refunded under any circumstances nor can it be held in reserve for any other examination or selection.

10. No Fee payable by SC/ST/PH
Applicants belonging to SC/ST/PH categories only are exempted from the examination fee. In the case of Physically handicapped candidates, this exemption will, however, be available to only those handicapped persons who would otherwise be eligible for appointment to the post on the basis of the standards of medical fitness prescribed for the post (including any concessions specifically extended to the physically handicapped) and who enclose with the application form, a necessary certificate from a Govt. Hospital/Medical Board in support of his claim for being handicapped.

11. Traveling Allowance
11.1. The applicants belonging to SC/ST categories will be entitled to T.A. as per provisions of Ministry of Finance(Deprt. of Expenditure) O.M. No.19014/3/77-E.IV (B) dated 17.02.1978.
11.2. Management Trainee(External) Candidates called for group discussion, interview & personality test shall be entitled for both way Rail fare of three tier AC class if the candidate is coming from outside of the station.

12. Closing date for receipt of Application Forms
Application forms complete in every respect must reach on or before 18.12.2008. Applications received after the closing date or not accompanied by the demand draft [wherever applicable] for the prescribed examination fee or incomplete in any respect shall be summarily rejected and no communication in respect of the rejected application forms shall be entertained. BSNL shall not be responsible for any postal delay. The applicants would be admitted to the examination on the basis of the information furnished by them in their application form. They are, therefore, advised to ensure that they fulfill all eligibility conditions before applying. In case it is found at a later stage that the information furnished by an applicant is false or an applicant does not fulfill any of the eligibility conditions, the candidature of such applicants would be cancelled and no correspondence in this regard would be entertained. Issuance of an admit card for the examination will NOT confer any right for appointment. Appointment will be solely subject to fulfillment of all eligibility conditions.

13. Probation-cum-Training and Bond
13.1 All Management Trainees (External as well as Internal) will remain on probation-cum-training for a period of one year as per Recruitment Rules of Management Trainees.

13.2 All candidates shall, before their appointment as Management Trainees have to successfully undergo prescribed training as per the training plan laid down and amended by the Company from time to time.

13.3 All candidates provisionally recruited shall execute Bonds in the format specified by the BSNL indicating their willingness to serve the Corporation for a period of at least five years from the date of their appointment as Management Trainee.

14. **List of enclosures**
   a. Five identical passport size photographs out of which one should be pasted (not stapled or pinned) on the application form, duly attested, and the other four attached to the application (not to be pasted or attested)
   b. Five self addressed unstamped envelopes of 27 x 12 cms size
   c. Bank Draft for Rs.1500/- (payable at par at the station of submitting the application) - [Not required for SC/ST/PH candidates]
   d. Medical certificate in respect of Physically Handicapped candidates

15. Any dispute in regard to the recruitment will be subject to the Courts/Tribunals having jurisdiction over the place of concerned Circle office of BSNL where the candidate submits his/her application.
APPLICATION FOR EXAMINATION OF RECRUITMENT OF MANAGEMENT TRAINEES
(EXTERNAL)

1. Functional Stream applied for: ........................
   (As mentioned in Annex.II-A)

2. Category Code of the Functional Stream applied for: ........................
   (As mentioned in Annex.II-A)

3. Full name of the candidate: .............................................
   [IN BLOCK LETTER]

4. a) Postal Address with PIN CODE to which Communication is to be sent: .............................................
    [IN BLOCK LETTER]
   b) Permanent Home address with PIN CODE: ......................
   c) Contact No. Tel/Mobile No.................................

5. a) Date of Birth: __ __ __ __ __ __ __ __ __
   (DD) (MM) (YYYY)
   [in the format DD MM YYYY e.g. 1st August 2008 will be 01-08-2008]
   [As mentioned in Matriculation or Equivalent Certificate]
   b) Age on <01.08.2009> .................................
   c) Whether claiming age relaxation? Yes/No ......................
   d) If yes, under what category: .................................
      [Write the relevant category i.e. SC/ST/OBC/PH/others]

6. Father’s Name: .............................................

7. State to which the applicant belongs: .............................................

8. a) Whether belongs to SC/ST/OBC/General: .................................
    [Write the relevant category]
   b) Whether Physically handicapped: Yes/No ...........
   c) If yes, indicate the extent of disability percentage: ...........
      [Medical certificate to be attached]
   d) Hearing impairment/Locomotive impairment: ............................
      (Write clearly the relevant category)

9. Gender: [Male/Female] ..............
10. a) Nationality : ........................
b) Whether by birth / by domicile : .....................

11. Marital status: [Married/Unmarried] .................

12. Details of Educational qualification:

[Give details of Degrees obtained only of B.E./B.Tech/M.Tech/MBA/CA/ICWA & above as may be applicable]

12.1. Name of degree with discipline [BE/B. Tech/M.Tech/MBA/CA/ICWA& above].............

12.2. Name of University/Institute .................................................................

12.3. Month and year of obtaining Degree ....................................................

13. Choice of Examination Centre (Name of the Circle):..............................

[An applicant can opt for any of the examination centers out of the Circles indicated in Annexure 'I' and submit the application form at the address, as given in Annexure-I, of the Circle concerned at whose examination centre the applicant wishes to appear]

14. Details of application fee particulars:-

14.1 Demand draft No. and Date : ............

14.2 Amount Rs. : .........................

14.3 Issuing Bank : ............................

14.4 Payable in favour of ................. at .................

I do hereby declare that all the statements made in the application are true, complete and correct to the best of my knowledge and belief. I understand that in the event of any particular information given above being found false or incorrect, my candidature for the post of Management Trainee is liable to be rejected or cancelled and in the event of any mis-statement or discrepancy in the particulars being detected after my appointment, my services are liable to be terminated forthwith without any notice to me.

I also understand that if appointed, I would rank junior to any Group 'A' Officers who would be absorbed in BSNL in future.

Date:                     Place:                 Signature of the applicant
List of the Territorial Telecom Circles with the address to whom the applicants should send their completely filled up forms and in whose favour the Demand Draft should be drawn
(In case of any query/clarification, following Officers as at (3) may be contacted)

<table>
<thead>
<tr>
<th>Sr. No (1)</th>
<th>Name of the Territorial Circle (2)</th>
<th>Address to whom the application is to be sent/ Examination Centre City (3)</th>
<th>Demand Draft to be drawn in favour of (4)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Andhra Pradesh</td>
<td>DGM (Admn), O/o the CGM Telecom, BSNL, Andhra Pradesh Telecom Circle, 2nd floor, Doorsanchar Bhavan, Nampalli Station Road, <strong>Hyderabad – 500 001.</strong> Tel: 040-23203213</td>
<td>Accounts Officer(Cash), BSNL, O/o the CGMT, A.P. Hyderabad</td>
</tr>
<tr>
<td>3.</td>
<td>Assam</td>
<td>DGM (Admn), O/o the CGM Telecom, BSNL, Assam Telecom Circle, 3rd floor, BSNL Administrative Building, Panbazar, <strong>Guwahati – 781 001.</strong> Tel: 0361-2736340</td>
<td>Sr.Accounts Officer (A&amp;P), O/o CGMT, BSNL, Guwahati</td>
</tr>
<tr>
<td>4.</td>
<td>Bihar</td>
<td>DGM (Admn), O/o the CGM Telecom, BSNL, Bihar Telecom Circle, Sanchar Sadan, <strong>Patna – 800 001.</strong> Tel: 0612-2224093</td>
<td>Accounts Officer(B&amp;A), BSNL, O/o CGMT, Bihar Circle, Patna</td>
</tr>
<tr>
<td>5.</td>
<td>Gujarat</td>
<td>DGM (OP&amp;C), O/o the CGM Telecom. BSNL, Gujarat Telecom Circle, 6th floor, Telephone Bhavan, Off. C.G. Road, <strong>Ahmedabad – 380 006.</strong> Tel: 079-26480608</td>
<td>Sr.A.O.(Cash), O/o CGMT, Ahmedabad</td>
</tr>
<tr>
<td>6.</td>
<td>Jammu &amp; Kashmir</td>
<td>DGM (Planning), O/o the CGM Telecom., BSNL, J&amp;K Telecom Circle, 4th floor, North Block, Bahu Plaza, Rail Head Complex, <strong>Jammu – 180 012.</strong> Tel: 0191-2577878</td>
<td>Accounts Officer(Cash), O/o CGM, BSNL J&amp;K Circle, Jammu</td>
</tr>
<tr>
<td>7.</td>
<td>Karnataka</td>
<td>DGM (Staff, O/o CGMT BSNL, Karnataka Telecom Circle, No.1, Swamy Vivekananda Road, Halasuru, <strong>Bangalore-560 008.</strong> Tel: 080-25363600</td>
<td>Sr. Accounts Officer(Cash), O/o CGM Telecom, BSNL, Karnataka Circle, Bangalore – 560 008</td>
</tr>
<tr>
<td>Sr. No (1)</td>
<td>Name of the Territorial Circle (2)</td>
<td>Address to whom the application is to be sent/ Examination Centre City (3)</td>
<td>Demand Draft to be drawn in favour of (4)</td>
</tr>
<tr>
<td>------------</td>
<td>----------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>8</td>
<td>Kerala</td>
<td>DGM (Admn), O/o the CGM Telecom. BSNL, Kerala Telecom Circle, <strong>Thiruvananthapuram – 695 033</strong>. Tel: 0471-2307000</td>
<td>Accounts Officer (Cash), O/o the CGMT, Kerala Circle, BSNL, Trivandrum – 695 033</td>
</tr>
<tr>
<td>9</td>
<td>Madhya Pradesh)</td>
<td>DGM (HRD), O/o the CGM Telecom. BSNL, M.P. Telecom Circle, BSNL Bhavan, 2nd floor, Room No.213, Hoshangabad Road, <strong>Bhopal – 462 015</strong>. Tel: 0755-2550600</td>
<td>Accounts Officer (A&amp;B), O/o CGMT, Bhopal</td>
</tr>
<tr>
<td>10</td>
<td>Maharashtra</td>
<td>DGM (Admn), O/o the CGMT, BSNL, Maharashtra Telecom Circle, Admn. Bldg., 3rd floor, B-Wing, Juhu Road, Santacruz(West), <strong>Mumbai – 400 054</strong>. Tel: 022-26619901</td>
<td>Accounts Officer (F&amp;A), BSNL, Maharashtra Telecom Circle, Mumbai 400 054</td>
</tr>
<tr>
<td>11</td>
<td>Northern Telecom Region [New Delhi]</td>
<td>DGM (Admn), O/o the CGM (Mtce.), BSNL, Northern Telecom. Region, Kidwai Bhawan, Room No.257, 2nd floor, Janpath, <strong>New Delhi-110 001</strong>. Tel: 011-23329180</td>
<td>A.O. (Cash) O/o CGM, NTR, New Delhi</td>
</tr>
<tr>
<td>12</td>
<td>Orissa</td>
<td>DGM (Admn), O/o the CGM Telecom, BSNL, Orissa Telecom Circle, <strong>Bhubaneswar-751 001</strong>. Tel: 0674-2544600</td>
<td>A.O. (A&amp;P), O/o the CGM, BSNL, Orissa Telecom Circle, Bhubaneswar-751 001.</td>
</tr>
<tr>
<td>13</td>
<td>Punjab</td>
<td>DGM (Estt.), O/o CGMT, BSNL, Punjab Telecom Circle, Room No. 401, 4th Floor, Plot No.2, Sanchar Sadan, Sector-34-A, <strong>Chandigarh – 160 022</strong>. Tel: 0172-2611666</td>
<td>A.O.(Cash), BSNL O/o CGMT, Punjab Circle, Chandigarh</td>
</tr>
<tr>
<td>14</td>
<td>Rajasthan</td>
<td>DGM (Admn), O/o CGMT BSNL, Rajasthan Telecom Circle, Sardar Patel Marg, ‘C’ Scheme, <strong>Jaipur – 302 008</strong>. Tel: 0141-2366775</td>
<td>Accounts Officer (Cash), BSNL, O/o CGMT, Rajasthan Telecom. Circle, Jaipur</td>
</tr>
<tr>
<td>15</td>
<td>Tamilnadu</td>
<td>DGM (Admn), O/o the CGM Telecom, BSNL, Tamilnadu Telecom Circle, Room No. 325, No. 80 Anna Salai, <strong>Chennai – 600 002</strong>. Tel: 044-28520494</td>
<td>Accounts Officer (Cash), BSNL, Tamilnadu Circle, Chennai - 600 002</td>
</tr>
<tr>
<td>16</td>
<td>Uttar Pradesh [East]</td>
<td>DGM (BD&amp; Rectt.) O/o the CGM Telecom, BSNL, UP (East) Telecom Circle, Hazratganj, <strong>Lucknow-226 001</strong>. Tel: 0522-2622660</td>
<td>Sr.Accounts Officer (Cash), O/o CGMT UP (East) Circle, Lucknow – 226 001</td>
</tr>
<tr>
<td>Sr. No</td>
<td>Name of the Territorial Circle</td>
<td>Address to whom the application is to be sent/ Examination Centre</td>
<td>Demand Draft to be drawn in favour of</td>
</tr>
<tr>
<td>--------</td>
<td>-------------------------------</td>
<td>---------------------------------------------------------------</td>
<td>---------------------------------------</td>
</tr>
<tr>
<td>17</td>
<td>Uttar Pradesh [West]</td>
<td>DGM (Admn.), O/o the CGM Telecom, BSNL, UP (West) Telecom Circle, Shastri Nagar Telephone Exchange, Tej Garhi Chauk, <strong>Meerut</strong> Tel: 0121-2601133</td>
<td>A.O. (Cash), O/o CGMT UP (West) Telecom Circle, Shastri Nagar Telephone Exchange, Tejgarhi Chauk, Meerut</td>
</tr>
<tr>
<td>18</td>
<td>West Bengal</td>
<td>DGM (Admn), O/o the CGM, Telecom. BSNL, West Bengal Telecom Circle, 1, Council House Street, 2nd floor, <strong>Kolkata – 700 001.</strong> Tel: 033-22487303</td>
<td>Sr. Accounts Officer (Cash), O/o the Chief General Manager, BSNL, West Bengal Telecom Circle, Kolkata</td>
</tr>
</tbody>
</table>
# ESSENTIAL QUALIFICATIONS FOR MANAGEMENT TRAINEES (EXTERNAL)

<table>
<thead>
<tr>
<th>Functional streams</th>
<th>Educational Qualification for External Candidates</th>
</tr>
</thead>
</table>
| **Operations**     | Bachelor of Engineering/Bachelor of Technology degree or equivalent engineering Degree in any of the following disciplines:-  
1. Telecommunications  
2. Electronics  
3. Computer/IT  
**PLUS**  
MBA (Preferably with specialization in Telecom related Management) OR M. Tech in above disciplines |
| **Marketing**      | Bachelor of Engineering/Bachelor of Technology degree or equivalent engineering Degree in any of the following disciplines:-  
1. Telecommunications;  
2. Electronics;  
3. Computer/IT  
**PLUS**  
MBA with specialization in Marketing |
| **Finance**        | MBA with specialization in Finance OR CA/ICWA |
| **HRM**            | Bachelor of Engineering/Bachelor of Technology degree  
**PLUS**  
MBA with specialization in HRM |
| **IT & Computer**  | Bachelor of Engineering/Bachelor of Technology degree in computer/IT  
**PLUS**  
MBA with specialization in Systems Or M.Tech in computer/IT |

1. The external candidates applying for Management Trainees should possess the first class degree and should have completed his/her courses on a regular full time basis.
2. The candidates should possess the prescribed qualifications or its equivalent from a recognized Indian Institute/university recognized under Indian Laws.
### Annexure-II-A

**Functional Streams and Category Code for Management Trainees (External)**

<table>
<thead>
<tr>
<th>Functional Streams</th>
<th>Category Code</th>
<th>Educational Qualifications</th>
</tr>
</thead>
</table>
| Operations         | 0101          | Bachelor of Engineering/Bachelor of Technology degree or equivalent engineering Degree in any of the following disciplines:-  
1. Telecommunications  
2. Electronics  
3. Computer/IT  
**PLUS** MBA (Preferably with specialization in Telecom related Management) |
|                    | 0102          | Bachelor of Engineering/Bachelor of Technology degree or equivalent engineering Degree in any of the following disciplines:-  
1. Telecommunications  
2. Electronics  
3. Computer/IT  
**PLUS** M. Tech in above disciplines |
| Marketing          | 0103          | Bachelor of Engineering/Bachelor of Technology degree or equivalent engineering Degree in any of the following disciplines:-  
1. Telecommunications;  
2. Electronics;  
3. Computer/IT  
**PLUS** MBA with specialization in Marketing |
| Finance            | 0104          | MBA with specialization in Finance or CA/ICWA |
| HRM                | 0105          | Bachelor of Engineering/Bachelor of Technology degree  
**PLUS** MBA with specialization in HRM |
| IT & Computer      | 0106          | Bachelor of Engineering/Bachelor of Technology degree in computer/IT  
**PLUS** MBA with specialization in Systems |
|                    | 0107          | Bachelor of Engineering/Bachelor of Technology degree in computer/IT  
**PLUS** M.Tech in computer/IT |

**Note:**
1. The external candidates applying for Management Trainees should possess the first class degree and should have completed his/her courses on a regular full time basis.
2. The candidates should possess the prescribed qualifications or its equivalent from a recognized Indian Institute/university recognized under Indian Laws.
Screening Test – for External Candidates

1. Scheme of Examination:

The paper shall comprise of 300 multiple-choice questions (MCQs) with Computer Marked sheets.

2. No. of Sections : 2 (Two), details and their syllabus mentioned below:

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
<th>No. of MCQs</th>
<th>Duration</th>
<th>Maximum Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>General Management &amp; Mental Aptitude</td>
<td>75</td>
<td>120 minutes</td>
<td>75</td>
</tr>
<tr>
<td>B</td>
<td>MT – Stream</td>
<td>225</td>
<td>(2 hours)</td>
<td>225</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>300</td>
<td></td>
<td>300</td>
</tr>
</tbody>
</table>

3. Qualifying Standards:

The minimum qualifying standards for each category of candidates shall be as prescribed by BSNL.

4. Syllabus: The syllabus of the sections A and B shall be as given below:

4.1 Section – A: General Management & Mental Aptitude:

1. General Mental Ability
2. Information Systems for Managers
3. Marketing for Managers
4. Accounting & Finance for Managers
5. Management of Human Resources
6. Management Functions & Behaviour
7. Managerial Economics
8. Organisational design, Development and change
9. Quantitative Analysis for Managerial Applications
10. Current events of National and International importance.

4.2 Section – B :

4.2.1 Operations Stream :

4.2.1.1 General

1. Materials and Components
2. Physical Electronics, Electron Devices and ICs
3. Signals and Systems
4. Network theory
5. Electromagnetic Theory
6. Electronic Measurements and Instrumentation
7. Analog Electronic Circuits
8. Digital Electronic circuits
9. Control Systems
10. Communication Systems
11. Microwave Engineering
12. Computer Engineering
13. Power Electronics

4.2.1.2 Technical (for candidates with M.Tech. Qualification):

The syllabus will include 4.2.1.1 and the following:

1. Wireless Mobile Networks
2. VLSI Design
3. Advanced Digital Signal Processing
4. Communication Networks
4.2.1.3  **Management (for candidates with M.B.A. Qualification)**

The syllabus will include 4.2.1.1 and the following:


4.2.2  **IT & Computer Stream.**

4.2.2.1  **Technical (for candidates with M.Tech. Computer /IT Qualification)**

The syllabus will include 4.2.1.1 and the following:


4.2.2.2  **Management (for candidates with M.B.A. System Qualification)**

The syllabus will include 4.2.1.1 and the following:


4.2.3  **Marketing Stream:**

The syllabus will include 4.2.1.1 and the following:

| 1. Consumer behaviour                  | 2. Sales and Distribution Management  |
| 3. Service Marketing                   | 4. Advertising and Brand Management Services |
| 5. International Marketing             | 6. Rural and Social Marketing         |
| 7. Retail Management                   | 8. WTO and Intellectual Property Rights |

4.2.4  **HRM Stream**

The syllabus will include 4.2.1.1 and the following:

| 5. Gratuity Act, EPF Act.             | 6. Global Competitiveness and Strategic Alliances |
| 7. Compensation Management           |                                            |

4.2.5  **Finance Stream:**

| 1. Financial Management (an overview) | 2. Cost Accounting             |
| 5. Principles of Taxation (Tax Laws)  | 6. Financial Statements        |
| 7. Companies Act 1956 (with amendments) | 8. Auditing                    |
| 17. Insurance and risk Management     |                                |
| 18. Valuation, Merger, Acquisitions and Corporate Restructuring |
MAIN Exam - for External Candidates

1. The successful candidates of Screening Test shall undertake Main Examination, which shall have following components:

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Item</th>
<th>Marks</th>
<th>Weightage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Written Examination</td>
<td>450</td>
<td>75%</td>
</tr>
<tr>
<td>2.</td>
<td>Group Discussion</td>
<td>75</td>
<td>12.5%</td>
</tr>
<tr>
<td>3.</td>
<td>Interview &amp; Personality Test</td>
<td>75</td>
<td>12.5%</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>600</strong></td>
<td><strong>100%</strong></td>
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</table>

2. **Scheme of Written Exam.** The written examination shall comprise of 2 papers.

<table>
<thead>
<tr>
<th>Paper</th>
<th>Section</th>
<th>Item</th>
<th>Duration</th>
<th>Max. Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>A</td>
<td>English</td>
<td>180 minutes (3 hours)</td>
<td>Qualifying only</td>
</tr>
<tr>
<td>2</td>
<td>B</td>
<td>General Management</td>
<td>A MT Stream-General</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td>B</td>
<td>MT Stream-Technical/Management</td>
<td>180 minutes (3 hours)</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td></td>
<td><strong>450</strong></td>
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</tbody>
</table>

3. **Qualifying Standards:**

The minimum qualifying standards for each category of candidates shall be as prescribed by BSNL.

4. **Syllabus:** The syllabus of the Paper 1 and 2 shall be as given below:

**4.1 Paper - 1**

4.1.1. **Section – A - English**

The pattern of questions would be broadly as follows:

i) Comprehension of given passages.
ii) Precise Writing.
iii) Usage and Vocabulary.
iv) Short Essay.

Note 1: The Papers on English will be of Matriculation or equivalent standard and will be of qualifying nature only. The marks obtained in these papers will not be counted for ranking.

Note 2: The candidates will have to answer the English Papers in English language (except where translation is involved).

Note 3: This section will be marked first and the remaining sections/paper may be marked only of those candidates who have got qualifying marks in this section.

4.1.2. **Section – B : General Management :**

1. Management Functions & Behaviour
2. Management of Human Resources
3. Economic & Social Environment
4. Accounting & Finance for Managers
5. Strategic Management
6. Organisational Design, Development and Change
7. Information Systems for Managers
8. Managerial Economics
9. Marketing for Managers
10. Quantitative Analysis for Managerial Applications
4.2.  PAPER – 2

4.2.1.  Section – A:

**MT (Management Trainee) Stream-General:**

For operations, Marketing, HRM and IT & Computer Streams

<table>
<thead>
<tr>
<th>Course</th>
<th>Course</th>
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</thead>
<tbody>
<tr>
<td>1. Materials and Components</td>
<td>2. Physical Electronics, Electron Devices and ICs</td>
</tr>
<tr>
<td>13. Power Electronics.</td>
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</table>

**For Finance Stream:**

<table>
<thead>
<tr>
<th>Course</th>
<th>Course</th>
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<tbody>
<tr>
<td>1. Financial Management (an overview)</td>
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<td>7. Companies Act 1956 (with amendments)</td>
<td>8. Auditing</td>
</tr>
<tr>
<td>9. Bare Acts</td>
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4.2.2  **Section B :**

**MT (Management Trainee) Stream – Technical/ Management:**

4.2.2.1 Operation Stream :

Technical (for candidates with M.Tech. Qualification):

<table>
<thead>
<tr>
<th>Course</th>
<th>Course</th>
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</thead>
<tbody>
<tr>
<td>1. Wireless Mobile Networks</td>
<td>2. VLSI Design</td>
</tr>
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</table>

Management (for candidates with MBA Qualification):

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<th>Course</th>
<th>Course</th>
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4.2.2.2 IT & Computer Stream :

Technical (for candidates with M.Tech. Qualification):

<table>
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<th>Course</th>
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Management (for candidates with MBA with specialisation in systems Qualification):

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<th>Course</th>
<th>Course</th>
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4.2.2.3 Marketing Stream :

<table>
<thead>
<tr>
<th>Course</th>
<th>Course</th>
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</thead>
<tbody>
<tr>
<td>1. Consumer Behaviour</td>
<td>2. Sales and Distribution Management</td>
</tr>
<tr>
<td>3. Service Marketing</td>
<td>4. Advertising and Brand Management Services</td>
</tr>
<tr>
<td>5. International Marketing</td>
<td>6. Rural and Social Marketing</td>
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### 4.2.2.4 HRM Stream:

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<tbody>
<tr>
<td>5. Gratuity Act, EPF Act</td>
<td>6. Global Competitiveness and Strategic Alliances</td>
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<tr>
<td>7. Compensation Management</td>
<td></td>
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</tbody>
</table>

### 4.2.2.5 Finance Stream:

<table>
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</thead>
<tbody>
<tr>
<td>5. Public Finance and budgeting</td>
<td>6. Treasury Management</td>
</tr>
<tr>
<td>9. Valuation, Merger, Acquisitions and Corporate Restructuring</td>
<td></td>
</tr>
</tbody>
</table>
Details of the topics covered in the syllabi

1. Materials and Components:

Structure and properties of Electrical Engineering materials; Conductors, Semiconductors and Insulators, magnetic, Ferroelectric, Piezoelectric, Ceramic, Optical and Super-conducting materials. Passive components and characteristics Resistors, Capacitors and Inductors; Ferrites, Quartz crystal Ceramic resonators, Electromagnetic and Electromechanical components.

2. Physical Electronics, Electron Devices and ICs:

Electrons and holes in semiconductors, Carrier Statistics, Mechanism of current flow in a semiconductor, Hall effect; Junction theory; Different types of diodes and their characteristics; Bipolar Junction transistor; Field effect transistors; Power switching devices like SCRs, GTOs, power MOSFETS; Basics of ICs-bipolar, MOS and CMOS types; basic of Opto Electronics.

3. Signals and Systems:

Classification of signals and systems: System modelling in terms of differential and difference equations; State variable representation; Fourier series; Fourier transforms and their application to system analysis; Laplace transforms and their application to system analysis; Convolution and superposition integrals and their applications; Z-transforms and their applications to the analysis and characterisation of discrete time systems; Random signals and probability, Correlation functions; Spectral density; Response of linear system to random inputs.

4. Network theory:

Network analysis techniques; Network theorems, transient response, steady state sinusoidal response; Network graphs and their applications in network analysis; Tellegen’s theorem. Two port networks; Z, Y, h and transmission parameters. Combination of two ports, analysis of common two ports. Network functions: parts of network functions, obtaining a network function from a given part. Transmission criteria: delay and rise time, Elmore’s and other definitions effect of cascading. Elements of network synthesis.
5. **Electromagnetic Theory**:

Analysis of electrostatic and magneto-static fields; Laplace’s and Poisson’s equations; Boundary value problems and their solutions; Maxwell’s equations; application to wave propagation in bounded and unbounded media; Transmission-lines: basic theory, standing waves, matching applications, micro-strip lines; Basics of wave guides and resonators; Elements of antenna theory.

6. **Electronic Measurements and Instrumentation**:

Basic concepts, standards and error analysis; Measurements of basic electrical quantities and parameters; Electronic measuring instruments and their principles of working: analog and digital, comparison, characteristics, application. Transducers; Electronic measurements of non electrical quantities like temperature, pressure, humidity etc; basics of telemetry for industrial use.

7. **Analog Electronic Circuits**:


8. **Digital Electronic Circuits**:

Transistor as a switching element; Boolean algebra, simplification of Boolean functions, Karnaugh map and applications; IC Logic gates and their characteristics; IC logic families: DTL, TTL, ECL, NMOS, PMOS and CMOS gates and their comparison; Combinational logic Circuits; Half adder, Full adder; Digital comparator; Multiplexer De-multi-plexer; ROM and their applications, Flip flops. R-S, J – K, D and T flip-flops; Different types of counters and registers Waveform generators. A/D and D/A converters. Semiconductor memories.

9. **Control Systems**:

Transient and steady state response of control systems; Effect of feedback on stability and sensitivity; Root locus techniques; Frequency response analysis. Concepts of gain and phase margins: Constant-M and Constant-N Nichol’s Chart; Approximation of transient response from Constant-N Nichol’s Chart; Approximation of transient response from closed loop frequency response; Design of Control Systems, Compensators; Industrial controllers.
10. **Communication Systems**:

Basic information theory; Modulation and detection in analogue and digital systems; Sampling and data reconstructions; Quantization & coding; Time division and frequency division multiplexing; Equalisation; Optical Communication: in free space & fiber optic; Propagation of signals at HF, VHF, UHF and microwave frequency; Satellite Communication.

11. **Microwave Engineering**:

Microwave Tubes and solid state devices, Microwave generation and amplifiers, Waveguides and other Microwave Components and Circuits, Micro strip circuits, Microwave Antennas, Microwave Measurements, Masers, lasers; Microwave propagation. Microwave Communication Systems terrestrial and Satellite based.

12. **Computer Engineering**:

Number Systems, Data representation; Programming; Elements of a high level programming language PASCAL/C; Use of basic data structures; Fundamentals of computer architecture; Processor design; Control unit design; Memory Organisation, I/o System Organisation. Microprocessors: Architecture and instruction set of Microprocessors 8085 and 8086, assembly language Programming. Microprocessor Based system design: typical examples. Personal computers and their typical uses.

13. **Power electronics**:

Power Semiconductor devices, Thyristor; Power transistor, MCSFETs, Characteristics and operation, AC to DC convertors: 1 phase and 3 phase DC to DC convertors, AC regulators, Thyristor controlled reactors, switched capacitor networks. Invertors: Single Phase and 3 phase, Pulse with modulation, Sinusoidal modulation with uniform sampling, Switched mode power supplies.

14. **Information Systems for Managers**:


15. **Marketing for Managers**:

Marketing and its applications, Marketing Planning and organisation, Understanding Consumers, Product Management, Pricing and Promotion Strategy, Distribution and Public Policy.
16. **Accounting & finance for Managers**:  

17. **Management of Human Resources**:  
Planning personal function, Employee Selection, Development and Growth, Motivation, Job Design and appraisal, Compensation planning, Managing Industrial Relations, Unions and Management.

18. **Management Functions & Behaviour**:  
Role of a Manager, Decision Making, Organisational climate and change, Organisation Structure and Process, Behavioural Dynamics.

19. **Managerial Economics**:  
Demand and Revenue Analysis, Productions & Cost Analysis, Pricing Decisions, Comprehensive case.

20. **Organisational Design, Development and Change**:  

21. **Quantitative Analysis for Managerial Applications**:  
Basic Mathematics for Managers, Data Collections and Analysis, Probability and Probability Distributions, Sampling and Sampling Distributions, Forecasting Methods.

22. **Economic & Social Environment**:  
23. **Wireless Mobile Networks** :


24. **VLSI Design** :

Introduction to Transistor Theory: BJT, FET, CMOS; Logic Design with MOSFETs: MOSFET as switches, Complex Logic gates in CMOS, Transmission Gate Circuits, Clocking and Dataflow control. Physical Structure of CMOS: Integrated circuits, Fabrication Structure of CMOS Integrated Circuits, Elements of Physical Design: Layout of basic structures, Cell concepts, FET sizing and the unit transistor, Physical design of Logic gates. Electrical Characteristics of MOSFETs: FET RC Model, Modelling of Small MOSFETs; Electronic analysis of CMOS Logic gates: DC characteristics of the CMOS inverter, inverter switching characteristics, power dissipation, de characteristics: AND and NOR gates, NAND and NOR transient response, Analysis of Complex Logic gates, gate design for transient performance, transmission gates and pass transistors, gate delays, driving large capacitive loads. System-level physical design: Large Scale physical design, Interconnect delay modelling, cross talk, interconnect scaling, Floor planning and Routing, Input and Output Circuits, Power distribution and consumption. VLSI Clocking and System Design: Clocked Flip-flops, CMOS clocking styles, pipeline systems, clock generation and distribution.

25. **Advanced Digital Signal Processing** :

Overview of DSP fundamentals: deterministic and random signals, correlation functions, Power spectra, time and frequency domain sampling of discrete time signals, DFT for finite duration and its use for linear filtering, Multiplication of Two DFT’s and circular convolution, cepstrum. DSP algorithms in LTI systems, Z transforms and system stability, methods of FIR and IIR filter design and realisation Multi-rate digital signal processing: decimation by a factor D & interpolation by a factor U, sampling rate conversion by rational factor U/D, filter design and implementation for sampling rate conversion, direct from FIR filter and time variant filter structures, applications of multi-rate DSP viz. Sub band coding of speech signals, interfacing
of digital systems with different rates, implementation of digital filter banks. Linear filters and optimum linear filters, Rational power spectra, relationships between filter parameters and autocorrelation sequence, forward and backward linear predictions, relationship of AR process to linear prediction, Levinson, Durbin algorithm and FIR Weiner filter, IIR weiner filter. Least-squares method for system modelling and filter design; system identification based on FIR (MA) model, all pole (AR) model, pole zero ARMA model, least square filter design for prediction and deconvolution Introduction to architecture for DSP processors with case studies such as ADSP 21xx, TMS 320C54xx. Application using ALP on these processors for basic DSP algorithms (preferably fixed point).

26. **Communication Networks**


27. **Operations Research:**

Nature and scope of operations research; Problem formulation; Model construction; Deriving solutions from models; Sensitivity analysis; Allocation problem; Assignment and distribution problems; General linear allocation problems; Inventory problems; Replacement, maintenance and reliability problems; dynamic programming; Queuing problems; Sequencing, coordination (PERT and Critical Path) Method and routine problems; Competitive problems; Simulation and problems of implementation.

28. **Project Management:**

29. **Management Control Systems:**


30. **Production and Operation Management:**


31. **Team Building in Organization:**


32. **Management Process and Organizational Behaviour:**

Budgetary Control; Performance Budgeting; Classification of Budget; Standard Costing and Variance Analysis; Balanced Scorecard; Responsibility Accounting.

33. **Advanced Computer Architecture**


34. **Advanced Database Management:**


35. **Network Management and Security**


36. **Computer Graphics**


37. **Software Risk Management**

Concepts of software risk; Software risk models in general and their applications; Software failures and the associated costs: Types of software reliability modelling; Various models of software risk and the concepts
of software failure, fault, reliability and risk; software product characteristics; the concept of Software quality and the associated cost.

38. **Software Project Management**

Understanding of the unique risks, issues, and critical success factors associated with software projects design & design methodology; the stages and process of the project life cycle; the various techniques for software project estimation & costing; basic methodologies for software development, testing and implementation; various techniques for managing post software development auditing security with context to present cyber-law and practical models for E Commerce.

39. **Enterprise Resource Planning Systems:**

The development of the integrated enterprise information systems; planning, design and implementation of cross-functional integrated ERP systems; evolution of ERP systems-from internally focused client/server systems to externally focused extended ERP systems and comprehensive managerial perspective on Enterprise Systems. Aspects of SAP R/3, mySAP and Microsoft Business Solutions – Navision and Axapta.

40. **IT & Process Outsourcing and IT Strategy:**

Global sourcing of IT services and IT applications, software products and embedded software; Management of outsourcing relationships across multiple organizations with multifaceted interfaces; Basic principles and skill-sets, practices for developing outsourcing strategies. IT as a strategy and its Alignment with Business; IT as a tool for new E Business model development for existing enterprises; IT as re-engineering tool to bring strategic agility in the enterprise; Strategy of IT management; issues of managing IT, tools, people, assets, long term as well as short term view and IT services as a business opportunity.

41. **Consumer Behaviour:**

Introduction to Consumer Behaviour: Scope and Relevance of Consumer Behaviour Studies; Buying Decision Process; Basic Model of Consumer Behavior; Problem Recognition-Methods of Problem Solving; Information Search, Alternative Evaluation and Selection, Outlet Selection and Purchase, Post Purchase Behaviour and Customer Satisfaction, Role of Involvement. Individual Determinants of Consumer Behaviour: Role of Motivation; Personality and Self Concept; Attention and Perception; Consumer Learning; Consumer Attitudes – Formation and Change; Consumer Values and Lifestyles. External Determinants of Consumer Behaviour: Influence of Culture and Subculture; Social Class; Reference Groups and Family Influences; Diffusion of Innovations. Models of Consumer Behaviour; Researching Consumer Behaviour; Online Customer Behaviour.
42. **Sales and Distribution Management:**

Introduction to Sales Management: The Sales Management Function – Scope and Importance; Personal Selling Process and Approaches; The Evolving Face of Personal Selling; Sales Organization Structure; Sales Forecasting; Sales Territory Design. Sales Force Management: Sales Force Job Analysis and Description; Recruiting and Selecting Sales Personnel; Training Sales Personnel; Motivating the Sales Force; Sales Force Compensation; Evaluating Sales Performance; Ethical and Legal Issues in Sales Management. Distribution, Planning and Control: Role and Function of Intermediaries; Selection and Motivation of Intermediaries; Distribution Analysis; Control and Management; Channel Dynamics-Vertical Marketing Systems; Horizontal Marketing Systems; Multichannel Marketing Systems; Channel Conflict and Management. Distribution System and Logistics: Physical Distribution System – Decision Areas; Different Modes of Transport in India; Their Characteristics; Logistics Introduction – Functional Areas of Logistics; Logistics Integration for Customer Satisfaction; Distribution costs; Control and Customer Service; Supply Chain Management (SCM); Integration of Sales and Distribution Strategy; Case Studies.

43. **Service Marketing:**

Introduction to Service Marketing: Growing Importance of Services Sector; Meaning and Nature of Services; Classification of Services and Marketing Implications; Services Marketing Process. Understanding Customers buying Considerations and Behaviour; Customer Expectations and Perceptions; Defining and Measuring Service Quality (Servequal and Servepref); GAPs Model; Defining and Measuring Customer Satisfaction, Service Recovery. Services Marketing Mix: Services Design and Development; Service Blueprinting; Service Process; Physical Evidence and Service scape; Pricing of services; Services Distribution Management; Managing the Integrated Services Communication Mix; Managing Service Personnel; Employee and Customer Role in Service Delivery. Marketing Application in Select Service Industries: Hospitality Services, Tourism Services, Banking Services; Health and Insurance Services.

44. **Advertising and Brand Management:**

Role of Integrated Marketing Communication in the Marketing Programme; Process of Marketing Communication; Definition and Scope of Advertising Management; Determination of Target Audience, Advertising and Consumer Behaviour; Setting Advertising Objectives, DAGMAR; Determining Advertising Budgets; Advertising Planning and Strategy, Creative Strategy Development and Implementation. Media Planning: Setting Media Objectives; Developing Media Strategies, Evaluation of Different Media and Media Selection; Media Buying; Measuring Advertising Effectiveness; The Organisation for Advertising; Social, Ethical and Legal Aspect of Advertising. Brand-concept: Nature and Importance of Brand; Brand vs. Generics, Brand Life Cycle, Brand Name and Brand Management; Brand Identity: Conceiving Planning and Executing (Aaker Model), Brand Loyalty, Measures of Loyalty; Brand Equity: Concepts and Measures of Brand Equity-Cost, Price and Consumer Based Methods; Sustaining Brand Equity; Brand Personality:
Definition of Brand Personality, Measures of Personality, Formulation of Brand Personality; Brand Image Vs Brand Personality. Brand Positioning: Concepts and Definitions, Repositioning, Celebrity Endorsement, Brand Extension; Differential Advantage: Strategies for Competitive Advantage, Brand Pyramid; Branding in different sectors; Role of Information in Brand Management; Role of e-communities in Brand Management.

45. **International Marketing:**


46. **Rural and social Marketing:**

Rural Marketing Introduction: Definition; Myths and Reality of Rural markets; Characteristics of Rural people; Rural market Environment; Rural Infrastructure; Problems of Rural Marketing as regards Product Positioning; Distributions; Language; Media; Transport etc. Challenges for Rural marketing. Rural Marketing Strategies: Rural Market Segmentation; Product Strategies; Pricing Strategies; Promotion Strategies; Distributor Strategies; Rural Marketing Research; Role of IT in Rural Marketing (e-Chaupals etc.) with few case studies; Marketing of Rural and Cottage Industry Products. Future of Rural Marketing in India. Foundation of Social Marketing: Definition; Nature and Scope; Social Marketing Challenges; Conceptual Frame Work of Social Marketing; Need for Social Marketing. Social Marketing Strategies and Applications: Social Markets Segmentation; Product Strategies; Marketing Mix; Pricing Strategies; Promoter Strategies: Role of Govt. and NGO’s in Social Marketing; Social Marketing; Applied in Family Planning; Medicare; Small Savings; AIDS Prevention.
47. Retail Management:

Definition, importance and scope of Retailing; Evolution of Retail Competition, The Wheel of Retailing, the Accordion, the Retail Life Cycle; Emerging Trends in Retailing; The Retail Scenario in India; Retail Formats. Information Gathering in Retailing; Retail Strategic Planning and Operation Management; Retail Financial Strategy; Target Market Selection and Retail Location; Store Design and Layout; Visual Merchandising and Displays. Merchandise Planning, Buying and Handling; Merchandise Pricing; Retail Communication Mix; Promotional Strategy; Retail Human Resources Management; Customer Service, the GAPs Model, Customer Relationship Management. Retail Management Information Systems; Retail Audits; Online Retailing; Global Retailing; Legal and Ethical Issues in Retailing.

48. WTO and Intellectual Property Rights:


32/37
49. Performance Appraisal and Management:


50. Strategic Human Resource Management:


51. Organizational Development:

52. **Global Competitiveness and Strategic Alliances:**


53. **Compensation Management:**


54. **Financial Management (an overview):**

An overview; Goals of Financial Management, Key activities of Financial Management, relationship of Finance to Accounting and Finance, Organization of Finance Functions.

55. **Cost Accounting:**

Management Accounting, Material Cost, Labour Cost, Overhead: Actual versus pre-determined overhead rates, Under – or over absorption of overheads; job, batch, contract and operating costing, Process Costing, Cost Accounting Systems; Marginal costing and break-even analysis, Marginal costing. Activity Based Costing; Decision Making, Standard costing and analysis of variances, Integrated and Non-

56. **Financial Management in Public Sector Enterprise:**


57. **Advanced Accounting**

Company Accounts introduction; shares & debentures etc.; Company Accounts; Final accounts; Cash and fund flow statements; Accounting standards.

58. **Principles of Taxation (Tax Laws):**

Income Tax: Basic Concepts, Residential Status, Incidental of Tax; Income Exempt from Tax, Computation of Income; Set off and Carry forward of Losses, deductions and rebates, deduction of Tax at source (TDS) and Advance payment of Tax, Assessment of Individual, duties and responsibilities of DDO; Central Excises Act, 1944 and Central Excise Tariff Act, 1985, Customs Duty, Finance Act 1994.

59. **Financial Statements:**

Basic concepts underlying accounting, Balance Sheet, Profit and Loss Accounts, Source and usage of final statements, Financial topics related to balances received and profit and loss accounts, Analyzing financial performance, Financial ratios, Applications of financial analysis, Problems in financial statements and analysis, Break-even analysis and leverages.

60. **Companies Act 1956 (with amendments):**

Incorporation of Companies, Prospectus & Allotment, Share Capital & Debentures & Registration of Charges, Management & Administration, Reconstruction, Mergers & Acquisitions.

61. **Auditing:**

Nature, objective and basic principles of auditing; Techniques of auditing—physical verification, examination of documents and vouching, direct confirmation, analytical review; Planning and audit, audit programmes, working papers, audit press; Valuation of internal controls.
62. **Security Analysis and Portfolio Management:**


63. **Bare Acts:**


64. **Financial Markets and Institution:**


65. **Merchant Banking & Financial Services:**


66. **International Financial Management:**


67. **Future Options and Derivatives:**

Financing Strategy and Financing Instruments including: Derivatives; Corporate risk Management; Hedging; Forwards and futures; Options and swaps; Practical aspects of risk management.

68. **Public Finance and Budgeting:**

69. **Treasuring Management:**


70. **Insurance and Risk Management:**

Concept of Insurance, its need; Regulation of risk reduction; Re-insurance, co-insurance, assignment; Computation of premium; Risk evaluation and prediction, application of techniques risk avoidance, disaster risk management; Principle of indemnity, estoppels, endowment, insurance.

71. **Valuations, Mergers, Acquisitions and Corporate Restructuring:**

Aspects of mergers/amalgamation: legal, labour; Regulations, take-over code, approval from courts. Valuation of business-methods of valuation; Motives for mergers, types of mergers; Post merger HR and cultural issues; Criteria for negotiating for friendly take-over; Defence against hostile take-over.