



Syllabus for Ph.D. Entrance Exam

Management

Unit 1:

Management – Concept, Process, Theories and Approaches, Management Roles and Skills, Functions – Planning, Organizing, Staffing, Coordinating and Controlling. Communication – Types, Process and Barriers. Decision Making – Concept, Process, Techniques and Tools. Organization Structure and Design – Types, Authority, Responsibility, Centralization, Decentralization and Span of Control. Managerial Economics – Concept & Importance Demand analysis – Utility Analysis, Indifference Curve, Elasticity & Forecasting Market Structures – Market Classification & Price Determination National Income – Concept, Types and Measurement Inflation – Concept, Types and Measurement Business Ethics & CSR Ethical Issues & Dilemma Corporate Governance Value Based Organization.

Unit 2:

Organizational Behaviour – Significance & Theories, Individual Behaviour – Personality, Perception, Values, Attitude, Learning and Motivation. Group Behaviour – Team Building, Leadership, Group Dynamics, Interpersonal Behaviour & Transactional Analysis. Organizational Culture & Climate, Work Force Diversity & Cross Culture Organizational Behaviour. Emotions and Stress Management, Organisational Justice and Whistle Blowing. Human Resource Management – Concept, Perspectives, Influences and Recent Trends. Human Resource Planning, Recruitment and Selection, Induction, Training and Development. Job Analysis, Job Evaluation and Compensation Management.

Unit 3:

Strategic Role of Human Resource Management, Competency Mapping & Balanced Scoreboard, Career Planning and Development, Performance Management and Appraisal. Organization Development, Change & OD Interventions, Talent Management & Skill Development, Employee Engagement & Work Life Balance. Industrial Relations: Disputes & Grievance Management, Labour Welfare and Social Security, Trade Union & Collective Bargaining, International Human Resource Management – HR Challenge of International Business, Green HRM.

Unit 4:

Accounting Principles and Standards, Preparation of Financial Statements, Financial Statement Analysis – Ratio Analysis, Funds Flow and Cash Flow Analysis, DuPont Analysis. Preparation of Cost Sheet, Marginal Costing, Cost Volume Profit Analysis, Standard Costing & Variance Analysis. Financial Management, Concept & Functions, Capital Structure – Theories, Cost of Capital, Sources and Finance. Budgeting and Budgetary Control, Types and Process, Zero base Budgeting. Leverages – Operating, Financial and Combined Leverages, EBIT–EPS Analysis, Financial Breakeven Point & Indifference Level.

Unit 5:

Value & Returns – Time Preference for Money, Valuation of Bonds and Shares, Risk and Returns; Capital Budgeting – Nature of Investment, Evaluation, Comparison of Methods; Risk and Uncertainty Analysis. Dividend – Theories and Determination. Mergers and Acquisition – Corporate Restructuring, Value Creation, Merger Negotiations, Leveraged Buyouts, Takeover. Portfolio Management – CAPM, APT. Derivatives – Options, Option Payoffs, Option Pricing, Forward Contracts & Future Contracts. Working Capital Management – Determinants, Cash, Inventory, Receivables and Payables Management, Factoring. International Financial Management, Foreign exchange market.

Unit 6:

Strategic Management – Concept, Process, Decision & Types. Strategic Analysis – External Analysis, PEST, Porter's Approach to industry analysis, Internal Analysis – Resource Based Approach, Value Chain Analysis. Strategy Formulation – SWOT Analysis, Corporate Strategy – Growth, Stability, Retrenchment, Integration and Diversification, Business Portfolio Analysis - BCG, GE Business Model, Ansoff's Product Market Growth Matrix. Strategy Implementation – Challenges of Change, Developing Programs McKinsey 7s Framework. Marketing – Concept, Orientation, Trends and Tasks, Customer Value and Satisfaction, Market Segmentation, Positioning and Targeting. Product and Pricing Decision – Product Mix, Product Life Cycle, New Product development, Pricing – Types and Strategies. Place and promotion decision – Marketing channels and value networks, VMS, IMC, and Advertising and Sales promotion.

Unit 7:

Consumer and Industrial Buying Behaviour: Theories and Models of Consumer Behaviour. Brand Management – Role of Brands, Brand Equity, Equity Models, Developing a Branding Strategy; Brand Name Decisions, Brand Extensions and Loyalty. Logistics and Supply Chain Management, Drivers, Value creation, Supply Chain Design, Designing and Managing Sales Force, Personal Selling. Service Marketing – Managing Service Quality and Brands, Marketing Strategies of Service Firms. Customer Relationship Marketing – Relationship Building, Strategies, Values and Process. Retail Marketing – Recent Trends in India, Types of Retail Outlets. Emerging Trends in Marketing – Concept of e-Marketing, Direct Marketing, Digital Marketing and Green Marketing. International Marketing – Entry Mode Decisions, Planning Marketing Mix for International Markets.

Unit 8:

Statistics for Management: Concept, Measures Of Central Tendency and Dispersion, Probability Distribution – Binomial, Poisson, Normal and Exponential. Data Collection & Questionnaire Design, Sampling – Concept, Process and Techniques. Hypothesis Testing – Procedure; T, Z, F, Chi-square tests, Correlation and Regression Analysis. Operations Management – Role and Scope. Facility Location and Layout – Site Selection and Analysis, Layout – Design and Process. Enterprise Resource Planning – ERP Modules, ERP implementation. Scheduling; Loading, Sequencing and Monitoring. Quality Management and Statistical Quality Control, Quality Circles, Total Quality Management – KAIZEN, Benchmarking, Six Sigma; ISO 9000 Series Standards. Operation Research – Transportation, Queuing Decision Theory, PERT / CPM.

Unit 9:

International Business – Managing Business in Globalization Era; Theories of International Trade; Balance of payment. Foreign Direct Investment – Benefits and Costs. Multilateral regulation of Trade and Investment under WTO. International Trade Procedures and Documentation; EXIM Policies. Role of International Financial Institutions – IMF and World Bank. Information Technology – Use of Computers in Management Applications; MIS, DSS. Artificial Intelligence and Big Data, Data Warehousing, Data Mining and Knowledge Management – Concepts. Managing Technological Change.

Unit 10:

Entrepreneurship Development – Concept, Types, Theories and Process, Developing Entrepreneurial Competencies. Intrapreneurship – Concept and Process, Women Entrepreneurship and Rural Entrepreneurship. Innovations in Business – Types of Innovations, Creating and Identifying Opportunities, Screening of Business Ideas. Business Plan and Feasibility Analysis – Concept and Process of Technical, Market and Financial Analysis. Micro and Small Scale Industries in India; Role of Government in Promoting SSI, Sickness in Small Industries – Reasons and Rehabilitation, Institutional Finance to Small Industries – Financial Institutions, Commercial Banks, Cooperative Banks, Micro Finance.