Ph.D. Entrance Test - SYLLABUS - 2019

Management

Part – I Research Methodology (50 %)

Unit - I
Foundations of Research: Meaning, Objectives, Motivation, Utility - Concept of theory, empiricism, deductive and inductive theory - Characteristics of scientific method - Understanding the language of research - Concept, Construct, Definition, Variable - Research Process

Unit - II

Unit - III
Research Design: Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group

Unit - IV
Qualitative and quantitative research: Qualitative research - Quantitative research – Concept of measurement, causality, generalization, replication. Merging the two approaches

Unit - V
Measurement: Concept of measurement– what is measured? Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio

Unit - VI

Unit - VII
Types of Data: Secondary Data - Definition, Sources, Characteristics. Primary Data - Definition, Advantages and disadvantages over secondary data. Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Mail Survey, Email/Internet survey

Unit - VIII

Unit - IX
Data Analysis: Data Preparation – Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis – Cross tabulations - Hypothesis formulation, level of signification, degree of freedom, t-test, F-test, Chi-square test, ANOVA, Z-test

Page 1 of 3
Unit - X
Interpretation of Data and Report Writing - Layout of a Research Report
Part- 2
Core Subject (50 %)

Subject : 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

Organisation Structure and Design – Types, Authority, Responsibility, Centralisation, Decentralisation 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 Organisation
Unit – II

Organisational 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 Organisational 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 – III

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 – IV**

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


**Unit – V**

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 Uncertainly 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 - VI**

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 Implementation – Challenges of Change, Developing Programs Mckinsey 7’s 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, Advertising and Sales promotion

**Unit –VII**

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 – VIII**

Statistics for Management: Concept, Measures Of Central Tendency and Dispersion, Probability Distribution – Binominal, Poison, 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 – IX**

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 – X

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.