

Ph.D. Management Entrance Exam - Syllabus

Unit – I

Introduction to Management: Importance of Management, Evolution of Management Thought, Principles of Management, Management Functions: Planning, Organizing, Staffing, Coordinating and Controlling.

Introduction to organizations Design: importance, evolution of organization theory and design, dimensions of organizational design, characteristics and design, and organizational configuration, Mintzberg's Organisational types, contemporary design Ideas, level of analysis in organisations. Organization structure; information-sharing perspective on structure vertical & horizontal information sharing; organization design alternatives, reporting relationships; departmental grouping options, functional, divisional, geographic, and matrix structure, conditions for the matrix, horizontal structure characteristics.

Introduction to economics: concept of scarcity, opportunity cost, basic economic problems, Demand and supply analysis, Concepts of National Income and Inflation.

Introduction to Business Ethics, Ethical Dilemma, Corporate Governance and CSR.

Unit – II

Organisation Behaviour: Introduction, Theories and its Importance, Framework for Learning OB, Limitations of OB, Globalization and OB.

Individual behavior variables - Personality, Perception, Values, Attitude, Learning and Motivation, Definition and Concept of Emotions, Emotional Intelligence

Introduction, Concept of Groups, Stages of Group Formation and Group Process, Work Group Behavior, Factors that Affect Group Behavior, Implications of Group Process for Organizations, Definition and Overview of a Team, Characteristics of an Effective Team, Designing a Team –Team Wheel, Key Issues in Team Building,

Meaning and importance of conflict in organizations, Traditional and Interactional View of conflict, functional and dysfunctional conflict, Conflict process and conflict handling styles. functional and dysfunctional conflicts, Conflict process

Organizational Culture & Climate - Meaning, definition of organization culture, and importance of organizational culture; Work Force Diversity & Cross Culture Organizational Behaviour Emotions and Stress Management, Organizational Justice and Whistle Blowing

Unit – III

Introduction to Human Resource Management, Evolution of HRM, Importance, HRM functions, Forces changing HRM, Human Resource Planning - Meaning, Process, HRP Models, Human Resource Forecasting methods, Challenges and relationship with other Human resource functions, Job analysis, Job Description, Job evaluation, Features of the competitive business environment (Globalization, Technology, E-commerce, Demographic changes, Diversity), Global Human Resource Planning, Quality of work life. Cultural awareness – Iceberg Model of Culture.

Human Resource Planning, Recruitment and Selection, Induction, Training and Development, Compensation Management.

Strategic Role of Human Resource Management Competency Mapping & Balanced Scoreboard
Career, Performance Management and Appraisal, Employee Engagement.

Industrial Relations: Disputes & Grievance Management, Labour Welfare and Social Security,
Trade Union & Collective Bargaining.

International Human Resource Management – HR Challenge of International Business

Unit- IV

Accounting Principles and Standards, Accounting process: Books of Accounts, Journal, Cash book,
Bank reconciliation statement, preparation of trial balance.

Ratio Analysis: Introduction to ratios: types of ratios, liquidity, solvency, activity, profitability and
market test ratios. simple problems with analysis.

Financial Statement analysis: Analysis of Statement of P&L and balance sheet through common
size, trend and comparative statements.

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 – V

Introduction, importance of communication, process of communication, types of communication,
principles of effective communication, technology and business communication

Oral communication, public speaking, effective presentation skills, non-verbal communication and
emotional intelligence, etiquettes.

Overview, introduction to computers, impact of IS in business, digital divide, concept of systems,
components of IS, functional business systems (HR / Finance / Production / Marketing).

Basics of MSWord - spread sheet software - range, formulas, types of functions, types of charts,
Applying Absolute (Fixed), page layout - settings, logical functions – if, else, and, or, not, multiple if
statements, conditional formatting, filtering data, what-if analysis-Goal Seek Analysis, data
validation, sorting data - types, pivot tables.

Unit - VI

Concept of Strategy, Mission, Goals and Objectives, strategic-making process, SWOT, Intended
and Emergent Strategies, Strategic leadership and decision making, Characteristics of strategic
leader, Biases in Strategic decision making.

Macro Environment Analysis, Industry, Sector and Segments, Industry and Competitive Analysis –
Identifying Opportunities and Threats, Industry dynamics and evolution, Disruptive Innovation,
Porter's five forces model, Strategic Group analysis, McKinsey's 7S analysis, Industry life Cycle.
Blue Ocean strategy, strengths and weaknesses, distinctive competencies, resources and
capabilities, VRIO framework, creating competitive advantage, nature and sources of competitive

advantage, sustainability of competitive advantage, business models.

Unit – VII

Defining Marketing Challenges, trends and issues in marketing – new formats, concepts and paradigms; Business' orientation towards market place from production to holistic marketing; Core Concepts of Marketing; A conceptual framework of marketing; Major environmental developments that have impacted business; Competition in Industry Concept Vs. market concept; Responding to competition and building competitive advantage.

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

Definition and meaning of Consumer Behaviour, difference between a consumer and a customer, Concept of obtaining, Consuming and Disposing; need and benefits of understanding consumers, STP and repositioning

Customer Relationship Marketing – Relationship Building,

Brand Management – Role of Brands, Brand Equity, Equity Models, Developing a Branding Strategy; Brand Name Decisions, Brand Extensions and Loyalty

Service Marketing – Managing Service Quality and Brands, Marketing Strategies of Service Firms

Retail Marketing – Recent Trends in India, Types of Retail Outlets.

Unit –VIII

Statistics for Management: Concept, Measures of Central Tendency and Dispersion, Probability Distribution – Binominal, Poisson, Normal and Exponential

Data Collection Methods, Secondary Data, collection Methods – Benefits, drawbacks, Evaluation.

Qualitative Methods of data collection – Distinguishing Quantitative Vs Qualitative Methods

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way – Design of experiments.

Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit.

Correlation analysis, estimation of regression line. Time series analysis: Variations in time series, trend analysis

Operations Management – Role and Scope

Factors affecting the facility planning, its importance for the facility location decisions, facility location models, facility layout planning, layout and its objectives for manufacturing operations, warehouse operations, service operations, office operations, Types of facility layouts, hybrid layouts 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

Importance, nature and scope of International business; Modes of entry into International Business; globalization, technology transfer, pricing and regulations; International Business Environment – political, Economical– demographic environment – social, cultural, technological and regulatory environment; Theories of International Trade.

Globalization: Meaning - Features, Stages of Internationalization, Globalization -Advantages and Disadvantages;

Regional integration and trade blocks –Economic integration –European union – regional groupings – integration of developing countries – ASEAN, SAARC, SAPTA, International Economic institutions – International Monetary Fund's (IMF) – World Bank, Asian Development Bank; Global Trade Institutions- (World Trade Organization) WTO- International Labour Organization (ILO).

Unit – X

Evolution of Entrepreneur and Entrepreneurship, Characteristics of entrepreneur, Distinction between entrepreneur and manager, Charms of being entrepreneur, Functions of entrepreneur, types of entrepreneur, Types of startups, Intrapreneurs, Theories of Entrepreneurship, Tasks and personality of entrepreneur, Role of entrepreneurship in economic development, Stages in entrepreneurial process, barriers to entrepreneurship

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