

ANNEXURE-D

Ph.D. Entrance Examination – Syllabus (test Part-II)

Unit – I

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, 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; WorkForce 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; Leverages – Operating, Financial and Combined Leverages, EBIT–EPS Analysis, Financial Breakeven Point & Indifference Level.

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 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 - 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 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, 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.