

Syllabus for PhD Entrance Test Management Faculty

Module No.	Topics Covered	Weightage
1	<p>Management, Business Communication, Ethics and CSR</p> <p>Management functions and process, Managing -systems and contingency perspective, Planning, establishing goals, developing plans, issues in planning, Organising-definition, Organizational Structure and design options and decisions, Staffing, Leading, Motivating employees-motivation theories, current issues, Leadership- Theories, issues, styles. Controlling, Effective control system, Operations and value chain management</p> <p>Importance and nature of business communication, Effective communication skills; Process of communication Oral and Non-Verbal communication, Barriers and gateways in communication, conducting and attending interview and meetings.</p> <p>Ethics and Management system; Ethical issues and analysis in management; Value based organisations; Personal framework for ethical choices; Ethical pressure on individual in organisations; Gender issues; Ecological consciousness; Environmental ethics: Social responsibilities of business; Corporate governance and ethics. Social responsibility and Managerial Ethics, Managerial Decision-making conditions & styles</p>	10%
2	<p>Economics and Business Environment</p> <p>Managerial Economics-Demand Analysis, Elasticity and its application, Production Function, Cost-Output Relations, Market Structures, Consumer equilibrium-utility and indifference curve approach; Price, income and substitution effects, Pricing Theories; Macro-economics: National Income concepts; Savings and Investment, Monetary policy, Fiscal Policy, Industrial Policy, Infrastructure Development, Banking trends,</p> <p>Business environment, Nature, components and determinants of business environment, dynamics of business environment, key indicators; Risk in business environment, Assessing business environment —country risk and political risk, globalisation trends, Trade reforms & trends, Trends in global trade & investment; Nature & operations of multilateral economic institutions- World Bank, WTO, IMF and their impact on Indian business environment. Factors of global competitiveness.</p>	10%
3	<p>Marketing</p> <p>Marketing-Concept; Nature and Scope; Marketing mix; Different environments and their influences on marketing; Understanding the customer and competition. Segmentation, Targeting and Positioning;</p>	10%

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	Product Life Cycle; Brands, Brand building strategies; Share increasing strategies. Pricing objectives; Pricing concepts; Pricing methods. Product-Basic and Augmented stages in New Product Development; Promotion mix, Advertising, Designing and Managing Integrated Marketing Channels, Designing and Managing Integrated Marketing Communications, Distribution channel hierarchy; Role of each member in the channel; Analysis of business potential and evaluation of performance of the channel members. Marketing to Organisations-Segmentation Models; Organisational buying process, Marketing control, Customer relationship management, Managerial issues in reaching consumers/organisation through internet.	
4	<p>HRM and Organisational Behaviour</p> <p>Introduction to Human Resource Management (HRM), Recruitment and Selection-Sources of recruits; Recruiting methods; Selection procedure; Selection tests; Placement and Follow-up, Orientation, Performance Appraisal System-Importance and Objectives; Techniques of appraisal system; New trends in appraisal system. Development of Personnel-Objectives; Determining Needs; Methods of Training & Development programs; Evaluation. Compensation and Benefits-Job evaluation techniques; Wage and salary administration; Fringe Benefits; Human resource records and audit. Industrial Relations- Importance; Industrial conflicts; Causes; Dispute settlement machinery. Collective Bargaining; Discipline and Grievances, Labour legislations and codes</p> <p>Understanding and managing individual behaviour; Personality; Perceptions; Attitudes; Learning; Understanding and managing group processes- interpersonal and group dynamics; Applications of Emotional Intelligence in organizations, Understanding and Managing organizational system—Organizational design and structure, Conflict Management</p>	10%
5	<p>Finance and Accounting</p> <p>Fundamentals of Accounting; Preparation of Financial Statements, Income Statement and Balance Sheet; Financial Statement Analysis — Objectives and Techniques of Analysis. Ratio Analysis, Fund Flow Analysis and Cash Flow Analysis. Marginal Costing — Concept and Managerial Applications, Cost Volume Profit Analysis and Break Even Analysis. Standard Costing — Concept and Application, Variance analysis and reporting. Emerging issues in Accounting --- Responsibility Accounting, Human Resource Accounting and Inflation Accounting. Nature, Scope, objectives and Functions of Financial Management; Principles of Financial Management, Valuation of Securities; Pricing Theories, Capital asset pricing model and arbitrage pricing theory. Risk and return analysis. Cost of capital – concept and computation. Capitalization, over and</p>	10%

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	under capitalization, theories of capitalization, Causes and remedies of over and under capitalization. Capital structure – Concept, relevance and irrelevance of capital structure, Net Income approach, Net operating income approach, traditional approach, MM Hypothesis; EBIT EPS Analysis; Leverage- Concept and significance of leverage analysis, operating, financial and combined leverages; Dividend Decision - Relevance and irrelevance of dividends, Gordon’s Model, Walter’s model, MM Hypothesis; Market value added and economic value added. Working Capital Management — determinants and financing. Cash Management, Inventory Management and Receivable Management.	
6	Production and Operations Management Nature and Scope of Production and Operations Management; Facility Location; Types of Manufacturing Systems and Layouts; Layout Planning and Analysis; Material Handling: Principles & Equipment; Line Balancing; Production Planning and Control in Mass Production, in Batch and Job Order manufacturing; Capacity Planning; Product Planning and Selection, Process Planning, Aggregate Planning and Master Production Scheduling; Maintenance Management, Work Study : Method Study and Work Measurement, Material Management, Material Management; An Overview of Material Management, Material Requirement Planning and Inventory Control; JIT; Purchase Management; Stores Management; Quality Assurance : Acceptance Sampling, Statistical Quality Control, Total Quality Management; ISO-9000.	10%
7	Contemporary Issues in Marketing/ HR/ Finance Marketing: Managing Retailing, Wholesaling, and Logistics; Multi-channel Retailing; Ethics in Marketing; New issues in marketing - Globalization, Consumerism, Green Marketing, Direct Marketing, Network Marketing, Event Marketing. HR: Career Planning and Development, Management Development, Coaching, Mentoring, Succession Planning, Organisational Culture, Power and Politics, International Human Resource Management, Change Management, Organisational Development, Work Life Balance, Stress Management Finance: International Finance including Foreign Exchange Markets – Quantitative Models in Finance, Stock Exchange and Portfolio Management, Derivatives, Behavioural Finance, Corporate Risk Management	10%
8	Strategic Management and International Business overview of strategic management; Strategic decision making; Process of strategic decision making. Types of planning, Strategy Formulation, Company’s mission, purpose and objectives; Corporate strategy - concept, significance and objectives; types of strategies; Environmental and organizational appraisal techniques, Strategic alternatives and	10%

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	<p>choice; Business ethics and corporate strategy Concept of value chain and competitive advantage. Strategy implementation-Structural, Behavioural and Functional implementation. Concept of synergy. Strategy Evaluation - Strategic evaluation and Control, Strategic and Operational Control; techniques of evaluation and control, Role of organisational system in evaluation.</p> <p>India's Foreign Trade Policy, Export Promotion Policy, Policy and Performance of Export zones, International Marketing Logistics, Export Documentation, International financial Environment, WTO and multilateral trade agreements, International Trade blocks</p>	
9	<p>Business Statistics and Data analytics, computer and IT</p> <p>Univariate Analysis, Measures of central tendency, dispersion, skewness, probability distributions, Sampling and sampling methods; Sampling and non-Sampling errors; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics, Statistical Estimation and Testing; Point and interval estimation of population mean, proportion, and variance; Statistical testing of hypothesis and errors; Large and small sampling tests—Z, t and F tests, Non—Parametric Tests, Correlation and Regression Analysis, Time Series Analysis; Trend Analysis</p> <p>Computers: An introduction; Computers in business; Elements of computer system set-up; Indian computing environment; components of a computer system Computer languages; Number system PC- Software Packages - An Introduction - Disk Operating System and Windows; Introduction to Word Processor. Introduction to a spreadsheet software; Relevance of Data Base Management; Systems and Integration of Applications; Basics of Data Processing; Data Hierarchy & Data File Structures. Network Fundamentals, Analog and Digital Signals, Band width, Network Topology, Network Applications.</p>	10%
10	<p>ED, MSME, and E-commerce</p> <p>Significance of Entrepreneur in Economic Development, Characteristics, qualities and pre – requisites of entrepreneur; Preparation of Feasibility Reports, Govt. support to new enterprise; Incentives; Role of Promotional agencies in entrepreneurship development. Fundamentals of MSME, Challenges of MSME and Role of Govt. in promoting MSME, Business Start-ups, Innovation and Creativity</p> <p>Introduction to Electronic Commerce, Internet commercialisation. Electronic payment system, inter-organizational commerce & intra—organisational commerce, EDI, value-added network, digital library; Security, consumer search & resource discovery, software agents;</p>	10%

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	characteristics & properties, technology, tote—script, agent language, applets & browsers.	