

Syllabus for the Entrance Examination of Ph.D./ M.Phil.

Management

Examination Scheme

The question paper will comprise of 100 objective type questions (1 mark each)

Detailed Course Outline

Fundamentals of Management

- 1 **Concept of Management:** Introduction to management & Organizations, Functions and Responsibilities of Managers, Fayol's Principles of Management, Management Thought; the Classical School, The Human Relations School, Systems theory.
- 2 **Planning:** Nature and purpose of planning process, principles of Planning, Types of planning, Advantages and Limitation of planning.
- 3 **Strategies and Policies:** Concept of Corporate Strategy, formulation of strategy, Types of strategies, Types of policies, principles of formulation of policies, Decision Making Process, Individual Decision Making Models.
- 4 **Organizing:** Nature and Purpose of Organizing, Bases of Departmentation, Span Relationship, Line Staff Conflict, Bases of Delegation, Kind of Delegation and Decentralization, methods of Decentralization. Management By Objective (MBO)
- 5 **Controlling:** Concept and Process of Control, Control Techniques. Human Aspects of Control, Control as a feedback system, types of control, IT as a Control tool.

Accounting and Financial Management

- 1 **Introduction to Accounting:** evolution, significance, accounting principles, concepts & conventions, GAAP, accounting equation, capital and revenue, types of accounts, rules of debit and credit
- 2 **Recording of Transactions** – journal, ledger and trial balance. preparation of financial statement – Trading and P & L Account and balance sheet
- 3 **Depreciation:** Depreciation concept, advantages and disadvantages. SLM and WDV methods .
- 4 **Cost-Volume-Profit Analysis:** BEP, Margin of Safety, P/V Ratio.
- 5 **Ratio Analysis---**Liquidity, Profitability, Leverage, Activity.

- 6 **Leverage Analysis:** Operating Financial and Combined Leverages.
- 7 **Capital Budgeting:** Time Value of Money, DCF and Non DCF Methods for Evaluating Projects.
- 8 **Cost of Capital:** Cost of Debt, Cost of Preference, Cost of Equity, Weighted Average Cost of Capital.

Marketing Management

- 1 **Marketing Concepts:** Customer Value and Satisfaction, Customers Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value chain, scanning the Marketing Environment.
- 2 **Market Segmentation, Targeting, Positioning:** Market segmentations, levels of market segmentations, patterns, procedures, requirement for effective segmentation, evaluating the market segments, selecting the market segments, developing a positioning strategy.
3. **Product Decision:** Objectives, Product classification, Product-Mix, Product life cycle strategies, equity, challenges, repositioning branding, introduction and factors contributing the growth of packaging, introduction of labeling.
- 4 **Pricing Decision:** Factors affecting price, pricing methods and strategies.
- 5 **Distribution Decisions:** Importance and Functions of Distribution Channel, Considerations in Distribution Channel Decisions, Distribution Channel Members.
- 6 **Promotion Decisions:** A view of Communication Process, developing effective communication, Promotion-Mix elements.
- 7 Introduction to Social Marketing, Digital Marketing and CRM.

Human Resource Management and Organizational Behaviour

Part I

1. **Field of HRM:** Overview, Concept and HR functions and policies. Personnel to HRM
2. **Acquisition of Human Resources:** Job analysis, job description, job specification, manpower planning, recruitment, selection, induction, placement, promotion and transfer.

3. **Development of Human Resources:** Training, Executive development, performance appraisal, career and succession planning.
4. **Maintenance of Human Resource:** Job evaluation, Compensation and administration, incentives and employee benefit.

Part II

- 1 **Individual Behaviour:** Foundations, Personality, Perception, Values, Job Attitudes, Learning, Motivation Concept and Theories.
- 2 **Group Behaviour:** Foundations, Defining and Classifying Groups, Group Structure and Processes, Conflict, Negotiation and Inter group behavior. Leadership significance, styles and theories. Communication.
3. **Organizational System:** Organizational Structure, Change and Culture. Stress Management.

Statistics

- 1 **Introduction to Statistics:** Introduction to Measurement of Central Tendency and dispersion, skewness, moments and kurtosis.
2. **Probability Theory and Probability Distributions:** Concepts, additive, multiplicative, conditional probability rules, Baye's Theorem, Binomial, Poisson and Normal distributions- their characteristics and applications
3. **Time Series:** Time Series and its Components, Analysis, Models of Time Series, Methods of Studying Components of Time Series: Measurement of trend, Measurement of seasonal variations Measurement of cyclic variations
4. **Correlation & Regression:** Correlation (Karl Pearson's and Spearman's Coefficient), Methods of computing simple correlation and regression.
5. **Estimation and Testing of Hypothesis:** Point and Interval Estimation, Estimator and Estimates, Confidence Intervals. Hypothesis testing and statistical influence (Introduction to methodology and Types of errors) introduction to sample tests for univariate analysis using normal distribution, t-test, z-test.
6. **Statistical Decision Theory:** Decision making process, Decisions under Uncertainty and Decisions under Risk.

