



School of Business

Syllabus for PHD Admission Eligibility Test

Management/Entrepreneurship

Paper-I

Research Methodology

Research and Types of research, Meaning of Research: Objectives of Research, Motivation in Research. Research methods vs Methodology, Types of research – Descriptive vs. Analytical, Applied vs. Fundamental, Quantitative vs. Qualitative, Conceptual vs. Empirical, Research Process, Criteria of good Research. Research Formulation – Defining and formulating the research problem - Selecting the problem - Necessity of defining the problem - Importance of literature review in defining a problem – Literature review – Primary and secondary sources – reviews, treatise, monographs-patents – web as a source – searching the web - Critical literature review – Identifying gap areas from literature review - Development of working hypothesis. Data Collection and analysis: Execution of the research - Observation and Collection of data - Methods of data collection – Modeling, Mathematical Models for research, Sampling Methods- Data processing and Analysis strategies, Data Analysis with Statistical Packages – Hypothesis testing, Generalization-and Interpretation.

Paper-II

Core Subjects

Section 1: General Management and Information Technology.

Concept of Management, Process, Theories and Approaches, Manager Roles, 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, Span of Control, Sustainable development goals, corporate governance and Industry 4.0.

Information Technology – Use of Computers in Management Applications; MIS, DSS, Artificial Intelligence and Big Data, Data Warehousing, Data Mining and Knowledge Management

Section 2: Organizational Behavior

Nature, scope and Significance of OB, Individual & Interpersonal Behaviour, Personality, Perception, Values, Attitudes – Source of attitudes, Types of Attitudes, Learning- Theories of learning, Principles of learning, Motivation, Team Building, Leadership- Theories of leadership, Leadership & Followership, qualities of Effective Leader, Group- Nature & types of Groups, Group Cohesiveness & Group Decision Making, Nature of Conflict & Conflict Resolution, Organizational Culture, Change Management and Stress management.

Section 3: Human Resource Management

Nature, Functions, Recent Trends Human Resource Planning, Recruitment, Selection, Induction, Training and Development, Job Analysis, Job Evaluation and Compensation Management, Strategic Role of Human Resource Management, Competency Mapping & Balanced Scoreboard, Career Planning and Development, Performance Management and Appraisal, Organization Development, Change & OD Intervention, 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 and AI role in HRM.

Section 4: Marketing Management

Needs & Wants, Marketing Orientations & Environment, Buyer Behaviour, Marketing Planning Process, Consumer satisfaction and delight, Identification and Analysis of Competitors, Market Segmentation, Targeting and Positioning strategies, Marketing Mix, New Product Development, Product Life Cycle, Product Mix decisions, Branding- Brand Name Decisions, Brand Extensions, Packaging and Labeling, Marketing Control techniques, Marketing Strategies of Service Firms, Customer Relationship Marketing – Relationship Building Strategies, Values and Process Retail Marketing, 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 Market.

Section 5: Financial Management

Nature and Scope of Financial Management- Goals & objectives of financial management, Interface of Finance with other business functions, Factors affecting Financial Planning, Sources of long term and short term financing, Capital Budgeting decisions: NPV- IRR - Risk analysis in capital budgeting, certainty equivalent, decision tree analysis, Theories of Capital structure -EBIT &EPS analysis, financial Leverage, Operating leverage, Cost of capital and WACC, Dividend decisions: dividend models, dividend theories, Working capital, cash Management, Inventory Management, Receivables management, Overview of Indian Stock Markets, International Financial Management, Foreign exchange market.

Section 6: Strategic Management

Concept of Strategic management, Process, Decision & Types Strategic Analysis, Models of strategic management, 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, Developing Programs Mckinsey 7s Framework, Strategy Implementation and Strategic Control and Assessment.

Section 7: Operations Management

Production Management, Types of production processes and their suitability; Just-in-time production, manufacturing operations versus service operations, Steps/levels in production planning and control, Project Management, Inventory Control, Enterprise Resource Planning, Quantitative Techniques & Methods, – Gantt Chart, Master production schedule, PERT/CPM, Strategic planning, aggregate planning, shop-floor planning, Planning devices Location modeling, Factors influencing layout decision, Facility layout modeling, types of material handling equipment and their purposes, Job design, Work study, Six sigma; TQM.

Section 8: Business Economics

Meaning and scope of business economics, Objectives of business firms, Demand analysis: Law of demand; Elasticity of demand and its measurement; Relationship between AR and MR, Consumer behavior: Utility analysis; Indifference curve analysis , Law of Variable Proportions: Law of Returns to Scale , Theory of cost: Short-run and long-run cost curves , Price determination under different market forms: Perfect competition; Monopolistic competition; Oligopoly- Price leadership model; Monopoly; Price discrimination, Pricing strategies: Price skimming; Price penetration; Peak load pricing, Theory of Distribution/ Theory of Factor Markets.

Section 9: Entrepreneurship

Introduction to Entrepreneurship & Entrepreneur: Meaning of innovation, Meaning and concept of entrepreneurship, skills/traits required to be an entrepreneur - form of business organization, sole proprietorship, partnership, corporations, Limited Liability Company. Idea Generation, Idea Evaluation & Feasibility Analysis: Sources of business ideas, how to find & assess ideas - Opportunity recognition - idea evaluation, value proposition canvas, Product/Service Feasibility Analysis Business model/Plan & Product/ Market Fit: Meaning and significance of a business model, components of a business model, and feasibility study - Iterating the MVP - Value Proposition , Customer Segments, Channels and Partners, Revenue Model and Streams, Key Resources, Activities, and Costs Customer Relationships and Customer Develop and validate business model : Translate Business Model into a Business Plan, Deliver an investor pitch to a panel of investors, Identify possible sources of funding for your venture and key elements of raising money for a new venture. Business Supports, Startups and Testimonials: The Concept of unit economics, Costs, Profits, and Losses, Cash Flow, Financial Performance - Understanding of market size, margins, delivery channels, customer acquisition costs - Digital Presence for Ventures.