

## **Ph. D Written Test Format and Syllabus**

### Faculty of Management Studies

#### **Ph.D. Admission Test Format**

The written test consists of two parts.

1. **Part A:** Research Methodology 25 questions.
2. **Part B:** Management 25 questions

#### **Part A: Research Methodology Syllabus**

##### **Research Fundamentals:**

Meaning of research; objectives of research; characteristics of good research, Research problem: Identification, selection, and techniques for defining research problem, Research process, Research outcomes, Review of Literature, Hypothesis: Definition and Types

##### **Types of Research:**

Types of research, fundamental and applied research, qualitative and quantitative. Research Design: Types of research design – Exploratory, Descriptive, Casual Analytical

##### **Sampling, Data Collection and analysis:**

Types and sources of data: Primary and secondary, Methods of collecting data: questionnaire, interview, observation, case study, experiments etc., Sampling and sampling methods, characteristics of good sample, sampling techniques, Statistical Methods for Data Analysis: measures of central tendency and dispersion

##### **Research Report:**

Main body of report, abstract and keywords, Referencing styles and bibliography. Journal and author indexing

##### **Ethics in Research:**

Biasing: Definition and Types, Plagiarism: Definition and forms, IPR, copyright infringement, AI Generated Content

## **Part B: Management Studies Syllabus**

### **Principles of Management and Managerial Economics:**

Management: Concept, Process, Theories and Approaches, Management Roles and Skills

Decision Making: Concept, Process, Techniques and Tools

Organization Structure and Design: Types, Authority, Responsibility, Centralization, Decentralization 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 Organization

### **Organizational Behaviour and Human Resource Management:**

Organizational Behavior: Significance & Theories

Individual Behavior: Personality, Perception, Values, Attitude, Learning and Motivation

Group Behavior: Team Building, Leadership, Group Dynamics

Interpersonal Behavior & Transactional Analysis

Organizational Culture & Climate

Work Force Diversity & Cross Culture Organizational Behavior

Emotions and Stress Management

Organizational 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



### **Accounting and Financial Management:**

Accounting Principles and Standards

Financial Statement Analysis: Ratio Analysis, Funds Flow and Cash Flow Analysis, DuPont Analysis

Preparation of Cost Sheet, Marginal Costing, Cost Volume Profit 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.

Capital Budgeting: Nature of Investment, Evaluation, Comparison of Methods; Risk and Uncertainty Analysis

Working Capital Management: Determinants, Cash, Inventory, Receivables and Payables Management

International Business: Managing Business in Global Market, Theories of International Trade; Balance of payment

Global Investment (FDI, FII)

International Trade Procedures and Documentation; EXIM Policies

Role of International Financial Institutions

### **Marketing Management:**

Marketing: 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, IMC, Advertising and Sales promotion

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

Customer Relationship Marketing: Relationship Building, Strategies, Values and Process



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

### **Strategic Management and Entrepreneurship:**

Strategic Management

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

Entrepreneurship Development: 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

Role of Government in Promoting MSME

Reasons and Rehabilitation of sick Industries

Institutional Finance to MSME