

Syllabus for Ph. D. Entrance Exam in Management

NEW

Unit 1 – Fundamentals of Management

- 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, Systemstheory.
- Planning: Nature and purpose of planning process, principles of Planning, Types of planning, Advantages and Limitation of planning.
- 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.
- 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)
- 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.

Unit II – Financial Management

- Introduction to Accounting: evolution, significance, accounting principles, concepts & conventions, GAAP, accounting equation, capital and revenue, types of accounts, rules of debit and credit, Recording of Transactions – journal, ledger and trial balance. preparation of financial statement – Trading and P & L Account and balancesheet
- Depreciation: Depreciation concept, advantages and disadvantages. SLM and WDV methods.
- Cost-Volume-Profit Analysis: BEP, Margin of Safety, P/V Ratio.
- Ratio Analysis---Liquidity, Profitability, Leverage, Activity.
- Leverage Analysis: Operating Financial and Combined Leverages.
- Capital Budgeting: Time Value of Money, DCF and Non DCF Methods for Evaluating Projects.
- Cost of Capital: Cost of Debt, Cost of Preference, Cost of Equity, Weighted Average Cost of Capital.

Unit III – Marketing Management

- Marketing Concepts: Customer Value and Satisfaction, Customers Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value chain, scanning the Marketing Environment.
- 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.

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- Product Decision: Objectives, Product classification, Product-Mix, Product lifecycle strategies, equity, challenges, repositioning branding, introduction and factors contributing the growth of packaging, introduction of labeling. Pricing Decision: Factors affecting price, pricing methods and strategies.
- Distribution Decisions: Importance and Functions of Distribution Channel, Considerations in Distribution Channel Decisions, Distribution Channel Members.
- Promotion Decisions: A view of Communication Process, developing effective communication, Promotion-Mix elements.
- Introduction to Social Marketing, Digital Marketing and CRM

#### **Unit IV – Human Resource Management**

- Overview, Concept and HR functions and policies. Personnel to HRM
- Acquisition of Human Resources: Job analysis, job description, job specification, manpower planning, recruitment, selection, induction, placement, promotion and transfer.
- Development of Human Resources: Training, Executive development, performance appraisal, career and succession planning.
- Maintenance of Human Resource: Job evaluation, Compensation and administration, incentives and employee benefit.
- Individual Behaviour: Foundations, Personality, Perception, Values, Job Attitudes, Learning, Motivation Concept and Theories.
- Group Behaviour: Foundations, Defining and Classifying Groups, Group Structure and Processes, Conflict, Negotiation and Inter group behavior. Leadership significance, styles and theories. Communication. Organizational System: Organizational Structure, Change and Culture, Stress Management.

#### **Unit V – International Business and Economics**

- International Business-- Nature, importance and scope; Modes of entry in to International Business; Frame work for analyzing international business environment; Economic, Technological, Socio-cultural, Political and legal environment;
- International Economic Institutions and Agreements - IMF, World Bank, IFC, IDA, ADB, World Trade Organization, UNCTAD, International commodity trading and agreements.
- International Trade and Economics: Theories of International Trade; Terms of Trade and Economic Growth; Disequilibrium in Balance of Payment; Foreign trade multiplier.
- Institutional support for Export Promotion in India: Ministry of Commerce & Industry - Board of Trade - Commodity Boards and Export Promotion Councils: Objectives and functions – Financial Service Agencies: ECGC, EXIM Bank, EXIM Policy of India, RBI and Commercial banks.
- Need and importance of EXIM financing: Guidelines to Banks for Export financing - Calculation of MPBF – Classification of Export finance: Pre-Shipment finance - Types - Packing Credit: Eligibility, Criteria & Period.