



Syllabus for Entrance Test for Ph.D. Admissions Department of Management

PRINCIPLES OF MANAGEMENT

Fayol's Principles of Management; Functions of Management; Skills of a Manager; Social Responsibility; Planning types and process; Management by Objectives; Decision-making tools; Formal and informal organizing; Process of Organising; Departmentation; Span of Control; Line and Staff concepts; Delegation of Authority; Decentralisation; Staffing; Assumptions of Human Behaviour; Theories of Motivation; Leadership Styles; Controlling process; Control techniques; Understanding work teams; Managing Innovation; Managerial Values; Technology and Management; Culture and Management.

HUMAN RESOURCE MANAGEMENT

Importance and Functions, Scope of HRM; Human Resource Management in a changing environment; Manpower Planning: Manpower planning process, Job Description and Job specification, Job analysis and Job design; Techniques of Job Design

Employee Selection and Development - Recruitment, Selection and Induction, Training and Development, Performance Appraisal; Compensation

Planning- Employee Compensation, Job evaluation, Employee Benefits and Welfare, Compensation and Salary Administration

Integration and Separation-

Employee Discipline, Suspension, Dismissal and Retrenchment. Employee Grievance Handling, Trade Unionism, Collective Bargaining, Industrial Democracy.

MARKETING MANAGEMENT

Need, Want and Demand; Marketing; Marketing Orientations; Marketing Environment; Buyer Behaviour; Marketing Planning Process; Consumer value and satisfaction; Identification and Analysis of Competitors; Market Segmentation, Targeting and Positioning strategies; Marketing Mix; The product; New Product Development; Product Life Cycle; Product Mix decisions; Branding; Packaging and Labeling; Pricing Decisions; Factors influencing Price – five “C”s; Pricing Strategies; Distribution Decisions; Managing promotion Mix; Advertising, Personal selling, Sales Promotion and publicity, Integrated Marketing Communication; Marketing Control techniques; Social Marketing; Green Marketing; Web Marketing

FINANCIAL MANAGEMENT

Nature and Scope of Financial Management- Goals & objectives of financial management, Role of Financial Manager -Concept of time value of money; Sources of long term and short term financing, Overview of Indian Stock Markets; Capital Budgeting decisions: NPV- IRR - Risk analysis in capital budgeting. RADR, certainty equivalent, decision tree analysis; Capital structure decisions: capital structure theories -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.

Organizational Behavior

Organizational Behavior – Emergence of OB as a discipline: Contributing Disciplines to the OB field; Nature and Scope of OB; Significance of OB; Challenges and Opportunities for OB; Foundations of Individual Behavior: Personality- Personality determinants; Personality traits: The Big Five Model; Theories of personality; Learning- Theories of learning; Principles of learning; Attitudes – Source of attitudes; Types of Attitudes; Perception- Perceptual process; Factors influencing Perception; perceptual distortion; Foundations of Group Behavior: Groups Types of groups; Stages of Group Development; Group Decision-Making; Leadership – Nature; Theories of leadership; Conflict Management; Organizational Culture and Change Management

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OPERATIONS MANAGEMENT

Functions of operations manager; Types of production processes and their suitability; Just-in-time production; manufacturing operations versus service operations; Steps/levels in production planning and control; Strategic planning, aggregate planning, shop-floor planning; Planning devices – Gantt Chart, Master production schedule, PERT/CPM; Factors influencing facility location decision; Location modeling; Factors influencing layout decision; Facility layout modeling; types of material handling equipment and their purposes; Factors affecting productivity; Job design; Work study; Work measurement; Ergonomics; Kaizen; Costs associated with inventory; Economic order quantity; Acceptance sampling; Control charts; Six sigma; TQM.

STRATEGIC MANAGEMENT

Basic Concepts of Strategic Management; Basic model and the process of strategic management; Business Vision, Mission and Objectives; Contents and characteristics of corporate Mission Statements; Environment and Resources Analysis: Environmental analysis, Industry and Competitive Analysis, Porter's Five Forces Model, Internal Analysis, SWOT Analysis, Value Chain Analysis; Strategy Formulation; Types of strategies; Michael Porter's Generic Business strategies, Ansoff's Product-Market Matrix; Strategic Choice: Strategic Analysis and Choice; Portfolio analysis and its limitation; BCG matrix and GE nine-cell matrix; Strategic Implementation and Control: Issues in implementation

MANAGERIAL ECONOMICS

Economics and managerial decision making; Managerial Economics, Nature and scope of Managerial Economics; Tools of Managerial Economics; The firm and its goals; The Nature of profits; Role of a Managerial Economist; Demand and Supply Analysis: Concept of demand, Determinants of demand, Law of Demand; Law of supply; Elasticity of demand, Types of Elasticity of demand, Demand estimation and demand forecasting; Production and Cost Analysis: Production functions; Optimum input combination; Cost concepts, Cost curves, Economies of Scale; Markets, Kinds of Competition; Features of different types of market structures, Price & Output determination under Perfect competition, Monopoly, Monopolistic competition, Oligopoly; Macroeconomic concepts: National Income, Measurement of National Income; Business Cycles, Stages of business cycles; Inflation, Types of Inflation; Measures to overcome Inflation