

Syllabus of Entrance Examination

MPhil/PhD Programme(Management)

Question papers of Ph.D. programme will consist of two parts (Gazette Notification by UGC on 5th July 2016 (No. 278, Part III-Section 4).

Part-A consists of 50 questions based on research methodology including English and General Knowledge and Numerical ability.

Part-B consists of 50 questions from the respective subject domain.

Syllabus of Entrance Examination is as follows:

PART-A

Research Aptitude Research:

Meaning, Types, and Characteristics, Positivism and Postpositivistic approach to research. Methods of Research: Experimental, Descriptive, Historical, Qualitative and Quantitative methods. Steps of Research. Thesis and Article writing: Format and styles of referencing. Application of ICT in research. Research ethics.

Comprehension: A passage of text be given. Questions be asked from the passage to be answered.

Communication:

Meaning, types and characteristics of communication. Effective communication: Verbal and Non-verbal, Inter-Cultural and group communications, Classroom communication. Barriers to effective communication. Mass-Media and Society.

Mathematical Reasoning and Aptitude: Types of reasoning. Number series, Letter series, Codes and Relationships. Mathematical Aptitude (Fraction, Time & Distance, Ratio, Proportion and Percentage, Profit and Loss, Interest and Discounting, Averages etc.).

Logical Reasoning:

Understanding the structure of arguments: argument forms, structure of categorical propositions, Mood and Figure, Formal and Informal fallacies, Uses of language, Connotations and denotations of terms, Classical square of opposition. Evaluating and distinguishing deductive and inductive reasoning. Analogies. Venn diagram: Simple and multiple use for establishing validity of arguments. Indian Logic: Means of knowledge. Perception, Inference, Comparison, Verbal testimony, Implication and Non-apprehension.

Data Interpretation: Sources, acquisition and classification of Data. Quantitative and Qualitative Data. Graphical representation (Bar-chart, Histograms, Pie-chart, Table-chart and Line-chart) and mapping of Data. Data Interpretation. Data and Governance.

Information and Communication Technology (ICT): General abbreviations and terminology. Basics of Internet, Intranet, E-mail, Audio and Video-conferencing. Digital initiatives in higher education. ICT and Governance.

Part -B

UNIVERSITY GRANTS COMMISSION

NET BUREAU

NET SYLLABUS

Subject : Management Code No. : 17

Unit - I

Management – Concept, Process, Theories and Approaches, Management Roles and 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 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 Organisation

Unit – II

Organisational Behaviour – Significance & Theories

Individual Behaviour – Personality, Perception, Values, Attitude, Learning and Motivation

Group Behaviour – Team Building, Leadership, Group Dynamics

Interpersonal Behaviour & Transactional Analysis

Organizational Culture & Climate

Work Force Diversity & Cross Culture Organisational Behaviour

Emotions and Stress Management

Organisational 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

Unit – III

Strategic Role of Human Resource Management

Competency Mapping & Balanced Scoreboard

Career Planning and Development

Performance Management and Appraisal

Organization Development, Change & OD Interventions

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

Unit- IV

Accounting Principles and Standards, Preparation of Financial Statements
Financial Statement Analysis – Ratio Analysis, Funds Flow and Cash Flow Analysis, DuPont Analysis
Preparation of Cost Sheet, Marginal Costing, Cost Volume Profit Analysis
Standard Costing & Variance 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.

Unit –V

Value & Returns – Time Preference for Money, Valuation of Bonds and Shares, Risk and Returns;
Capital Budgeting – Nature of Investment, Evaluation, Comparison of Methods; Risk and Uncertainly Analysis
Dividend – Theories and Determination
Mergers and Acquisition – Corporate Restructuring, Value Creation, Merger Negotiations, Leveraged Buyouts, Takeover
Portfolio Management – CAPM, APT

Derivatives – Options, Option Payoffs, Option Pricing, Forward Contracts & Future Contracts
Working Capital Management – Determinants, Cash, Inventory, Receivables and Payables
Management, Factoring
International Financial Management, Foreign exchange market

Unit - VI

Strategic Management – Concept, Process, Decision & Types
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
Marketing – Concept, Orientation, 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, VMS, IMC,
Advertising and Sales promotion

Unit -VII

Consumer and Industrial Buying Behaviour: Theories and Models of Consumer Behaviour
Brand Management – Role of Brands, Brand Equity, Equity Models, Developing a Branding
Strategy; Brand Name Decisions, Brand Extensions and Loyalty
Logistics and Supply Chain Management, Drivers, Value creation, Supply Chain Design,
Designing and Managing Sales Force, Personal Selling

Service Marketing – Managing Service Quality and Brands, Marketing Strategies of Service Firms

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

Retail Marketing – Recent Trends in India, Types of Retail Outlets.

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

Unit -VIII

Statistics for Management: Concept, Measures Of Central Tendency and Dispersion, Probability Distribution – Binominal, Poison, Normal and Exponential

Data Collection & Questionnaire Design

Sampling – Concept, Process and Techniques

Hypothesis Testing – Procedure; T, Z, F, Chi-square tests

Correlation and Regression Analysis

Operations Management – Role and Scope

Facility Location and Layout – Site Selection and Analysis, Layout – Design and Process

Enterprise Resource Planning – ERP Modules, ERP implementation

Scheduling; Loading, Sequencing and Monitoring

Quality Management and Statistical Quality Control, Quality Circles, Total Quality Management – KAIZEN, Benchmarking, Six Sigma; ISO 9000 Series Standards

Operation Research – Transportation, Queuing Decision Theory, PERT / CPM

Unit -IX

International Business – Managing Business in Globalization Era; Theories of International Trade; Balance of payment

Foreign Direct Investment – Benefits and Costs

Multilateral regulation of Trade and Investment under WTO

International Trade Procedures and Documentation; EXIM Policies

Role of International Financial Institutions – IMF and World Bank

Information Technology – Use of Computers in Management Applications; MIS, DSS

Artificial Intelligence and Big Data

Data Warehousing, Data Mining and Knowledge Management – Concepts

Managing Technological Change

Unit - X

Entrepreneurship Development – Concept, Types, Theories and Process, 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

Micro and Small Scale Industries in India; Role of Government in Promoting SSI

Sickness in Small Industries – Reasons and Rehabilitation

Institutional Finance to Small Industries – Financial Institutions, Commercial Banks, Cooperative Banks, Micro Finance.