



## **PhD Entrance Syllabus**

### **Structure of the PhD Entrance Test (100 Marks)**

**Section A: Aptitude and Reasoning – Common to all candidates (50 Marks)**

**Section B: Subject-Specific (Management) (50 Marks)**

### **Section A: APTITUDE & REASONING (Common to ALL)**

#### **Unit-1: Verbal Reasoning**

Navigating Directions and Mastering Distances, Blood Relations, Logical Puzzles and Problem Solving- Floor Based, Month and Year Based. Seating Arrangements - Circular, Linear, Decoding the Code- Letter Coding, Number Coding, Letter and Number Coding.

#### **Unit-2: Number System**

Mastering Quick Calculations, BODMAS Simplified, Exploring Numbers and Division Rule, Unit Digits Decoded, Unlocking Divisibility and Counting Zeroes, "Mastering LCM and HCF: Foundations of Factorization, Uncovering Factors, Exploring Remainders.

#### **Unit-3: Arithmetic Ability-1**

Percentages - Fraction, Decimal, Percentage Change, Concept of 'By' and 'To', Product Constancy, All About Averages, Profit & Loss Essentials, Articles, False Weight, and Discount Insights - Discount, Simple Interest: Calculations and Applications, Compound Interest: Calculations and Applications, Relationship between SI and CI.

#### **Unit-4: Arithmetic Ability-2**

Ratio, Proportion, Partnership, Problems on Ages, Time and Work - Concept of Efficiency, Smart Work with Time and work, Negative Work, Chain Rule, Pipes and Cisterns, Time, Speed & Distance, Problems based on Trains, Problems based on Boats and Streams.

#### **Unit-5: Critical Reasoning**

Analogy and Classification, Sequence and Series Logic, Syllogisms - Types of statements, Venn diagrams using statements, Method to solve problems Two Statements and Two Conclusions, EITHER-OR Conclusions, Four Statements and Two Conclusions.



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## **Section B: Management**

### **Syllabus for PHD Admission Eligibility Test**

#### **I. General Management**

Concept of Management, 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, Organization Structure and Design – Types, Authority, Responsibility, Centralization, Decentralization, Span of Control, Sustainable development goals, corporate governance

#### **II. Human Resource Management**

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, Performance Management and Appraisal, Organization Development, Talent Management & Skill Development, Employee Engagement & Work Life Balance, Industrial Relations: Disputes & Grievance Management, Labour Welfare and Social Security, Trade Union & Collective Bargaining

#### **III. Marketing Management**

Marketing Orientations & Environment, Buyer Behaviour, Marketing Planning Process, Market Segmentation, Targeting and Positioning, Marketing Mix, New Product Development, Product Life Cycle, Product Mix decisions, Branding, 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,

#### **IV. Financial Management**

Financial Management- 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.

#### **V: 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, Price discrimination, Pricing strategies, Peak load pricing, Theory of Distribution/ Theory of Factor Markets.