



## **Syllabus for Ph.D. Admission Eligibility Test**

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### **Paper-I: Research Methodology**

Research and Types of research: Meaning of Research- Objectives of Research- Motivation in Research. Research methods vs Methodology. Types of research – Descriptive vs. Analytical, Applied vs. Fundamental, Quantitative vs. Qualitative, Conceptual vs. Empirical. Research Process. Criteria of good Research. Research Formulation – Defining and formulating the research problem - Selecting the problem - Necessity of defining the problem - Importance of literature review in defining a problem – Literature review – Primary and secondary sources – reviews, treatise, monographs-patents – web as a source – searching the web - Critical literature review – Identifying gap areas from literature review - Development of working hypothesis. Data Collection and analysis: Execution of the research - Observation and Collection of data - Methods of data collection – Modeling, Mathematical Models for research, Sampling Methods- Data processing and Analysis strategies. Data Analysis with Statistical Packages – Hypothesis-testing, Generalization-and Interpretation.

### **Paper-II: Core Subjects**

#### **Section 1: General Management and Information Technology.**

Concept of Management, Process, 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, Organisation Structure and Design – Types, Authority, Responsibility, Centralisation, Decentralisation, Span of Control, Sustainable Development Goals, Corporate Governance and Industry 4.0.

Information Technology – Use of Computers in Management Applications; MIS, DSS, Artificial Intelligence and Big Data, Data Warehousing, Data Mining and Knowledge Management

## **Section 2: Organisational Behavior**

Nature, scope and Significance of OB, Individual & Interpersonal Behaviour, Personality, Perception, Values, Attitudes – Source of attitudes, Types of Attitudes, Learning- Theories of learning, Principles of learning, Motivation, Team Building, Leadership- Theories of leadership, Leadership & Followership, qualities of Effective Leader, Group- Nature & types of Groups, Group Cohesiveness & Group Decision Making, Nature of Conflict & Conflict Resolution, Organizational Culture, Change Management and Stress management.

## **Section 3: Human Resource Management:**

Nature, Functions, Recent Trends 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, Career Planning and Development, Performance Management and Appraisal, Organization Development, Change & OD Intervention, 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 and AI role in HRM.

## **Section 4: Marketing Management**

Needs & Wants, Marketing Orientations & Environment, Buyer Behaviour, Marketing Planning Process, Consumer satisfaction and delight, Identification and Analysis of Competitors, Market Segmentation, Targeting and Positioning strategies, Marketing Mix, New Product Development, Product Life Cycle, Product Mix decisions, Branding- Brand Name Decisions, Brand Extensions, 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, International Marketing – Entry Mode Decisions, Planning Marketing Mix for International Market.

## **Section 5: Financial Management**

Nature and Scope of Financial Management- Goals & objectives of financial management, Interface of Finance with other business functions, 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.

## **Section 6: Strategic Management**

Concept of Strategic management, Process, Decision & Types Strategic Analysis, Models of strategic management, 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, Developing Programs Mckinsey 7s Framework, Strategy Implementation and Strategic Control and Assessment.

## **Section 7: Operations Management**

Production Management, Types of production processes and their suitability; Just-in-time production, manufacturing operations versus service operations, Steps/levels in production planning and control, Project Management, Inventory Control, Enterprise Resource Planning, Quantitative Techniques & Methods, – Gantt Chart, Master production schedule, PERT/CPM, Strategic planning, aggregate planning, shop-floor planning, Planning devices Location modeling, Factors influencing layout decision, Facility layout modeling, types of material handling equipment and their purposes, Job design, Work study, Six sigma; TQM.

## **Section 8: 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.

### **Section 9: 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, 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.