SCHEME & SYLLABUS FOR PHD ENTRANCE TEST IN MANAGEMENT

There will be two papers

Paper-I

**Objective type: 50 Marks**

This paper will consist of 50 objective type questions of 1 mark each related to basics of the prescribed syllabus for Ph.D. Entrance Test (Management). Time allotted for this paper will be 1 hour (11.00 A.M. to 12.00 Noon).

Paper-II

**Subjective Paper: 100 Marks**

This paper will consist of 12 subjective questions. The candidates will be required to attempt any 8 questions. Each question shall carry equal marks. Time allotted for the second paper will be 2 hours (02.00 P.M. to 04.00 P.M.).
DETAILED SYLLABUS FOR PAPER-I & II

Both papers I & II will be set out of the syllabus of the following compulsory papers of Management

CP-101: Management Process and Organizational Behaviour

Evolution of management thought: Systems and contingency approach for understanding organizations; Managerial processes, functions, skills and roles in an organization; Social Responsibility of Business; Understanding and Managing individual behaviour; Personality; Perceptions; Attitudes; Learning; Decision-making; Management by Objectives; Understanding and managing group processes- interpersonal and group dynamics; Applications of Emotional Intelligence in organizations. Leadership and influence process; Work Motivation. Understanding and Managing organizational system—Organizational design and structure, Work stress, Organizational Change and development; Conflict Management; Stress Management.

CP—102 : Business Statistics

Univariate Analysis: An overview of central tendency, dispersion, aid skewness. Probability Theory; Classical, relative and subjective probability, - Addition and multiplication probability models; Conditional probability and Baye’s Theorem. Probability Distributions: Binomial, Poisson, and normal distributions; Their characteristics and applications. Sampling and sampling methods; Sampling and non-s Sampling errors’s; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics. Statistical Estimation and Testing; Point and interval estimation of population mean, proportion, and variance; Statistical testing of hypothesis and errors; Large and small sampling tests—Z, t and F tests. Non—Parametric Tests: Chi-square tests; Sign tests; Wilcoxon Signed— Rank tests; Kruskal—Wallis test. Correlation and Regression Analysis: Two variables case.

Index Numbers: Meaning and types; Weighted aggregative indices-Laspeyre’s and Paasch’s indices; Laspeyre’s and Paasth’s indices compared, indices of weighted average of (price and
quantity) relatives; Tests of adequacy Special problems—shifting the base; splicing, overlapping index series; Uses and problems of Index number; Time Series Analysis; Trend Analysis.

Statistical Quality Control: Causes of variations in quality characteristics, Quality control charts, - purpose and logic; Constructing a control chart computing the control limits (X and R charts); Process under control and out of control, Warning limits; Control charts for attributes -fraction defectives and number of defects Acceptance sampling.

**CP—103 Managerial Economics**

Nature and scope of Managerial Economics. Importance of Managerial decision—making; Marginal analysis; Objective of a firm, Demand function, Elasticity of demand and its significance in Managerial decision-making; Consumer equilibrium-utility and indifference curve approach; Price, income and substitution effects; Fundamentals of demand estimation and forecasting; Short-run and long-run production functions; Cost curves and economics of scale; Price and output determination under perfect competition, monopoly, monopolistic, competition, and oligopoly; Pricing strategies and tactics; National Income— alternative concepts aid measurement of National income; Inflation—types, measurement and control; Balance of Payments; Monetary and Fiscal Policies.

**CP-104 Business Environment**


Current state of business environment in India Economic reforms — Liberalisation, privatisation, globalisation, industrial policy and industrialisation trends, public enterprise reforms and disinvestment programmes; competitive environment; financial environment


**CP—105 Business Communication**

Importance and nature of business communication, Effective communication skills; Process of
communication Oral and Non-Verbal communication, Barriers and gateways in communication and Do’s and Don’t of business writing, Commercial letters; Writing business and academic reports; Public speaking, listening and Negotiations; conducting and attending interview and meetings.

**CP—106 : Accounting for Managers**
Financial Accounting - Meaning, scope and importance; Accounting concepts and conventions; Formation and importance of accounting Standards; Accounting process; Depreciation accounting and policy, Preparation of final accounts of non—corporate entities, Proforma of Balance Sheet of Joint—stock Companies, Cost-accounting : nature and scope of costing; Cost concepts and Classifications; Usefulness of Costing to Managers; Preparation of Cost-Sheet.
Management Accounting : Nature, scope and tools of Management Accounting; Management Accounting vs. Financial accounting; Financial analysis, Ratio analysis, Funds-Flow Statement, Cash-flow Statement
Marginal costing : Break—even analysis. Decision involving alternative choices.
Standard Costing: An Overview

**CP-107: Computer Applications in Management**
Computers: An introduction; Computes in business; Elements of computer system set-up; Indian computing environment; components of a computer system Computer languages; Number system PC- Software Packages - An Introduction - Disk Operating System and Windows; Introduction to Word Processor. Introduction to a spreadsheet software; Creation of spreadsheet applications; Range, Formulas, Functions, Data Base Functions in spreadsheet; Graphics on Spreadsheet; Data Files- Types/Organization; Master & Transaction File; Relevance of Data Base Management; Systems and Integration of Applications; Basics of Data Processing; Data Hierarchy & Data File Structures. Network Fundamentals, Analog and Digital Signals, Band width, Network Topology, Network Applications.

**CP—108 : Management Science**
Management Science - Basic concepts and its role in decision- making; Linear programming,
meaning, scope & assumptions. Formulation of linear programming problem & solution by
graphical & Simplex methods. Some special cases like degeneracy, unbounded ness, infeasibility
and multiple optimal solutions. Sensitivity analysis. Integer programming, goal programming,
dynamic programming and non-linear Programming. Transportation and Assignment models
including trans-shipment and routing problems; Some special cases like minimization ,
unbalanced problems, degeneracy in transportation models. Queuing theory; Inventory
management techniques; PERT/CPM; Decision theory and decision trees; Game theory; Simulation.

**CP—109 : Marketing Management**

Nature, scope and concept of marketing, Corporate orientations towards the marketplace; The
Marketing environment and Environment scanning; Marketing information system and
Marketing research; Understanding consumer and Industrial markets; Market segmentation,
Targeting and positioning; Product decisions —product mix, product life cycle, new product
development, branding and packaging decisions; Pricing methods and strategies; Promotion
decisions— promotion mix, advertising, sales promotion, publicity and personal selling; Channel
management - Types and functions, Selection, Cooperation and conflict management, vertical
marketing implementation and systems, Marketing Logistics; Organizing and implementing
marketing in the organization; Evaluation and control of marketing efforts; Ethics in Marketing;
New issues in marketing - Globalization, Consumerism, Green Marketing, Direct Marketing,
Network Marketing, Event Marketing.

**CP-110 : Human Resource Management**

Concepts and Perspectives on Human Resource Management; Human Resources Management in
a changing environment; Corporate objectives and Human Resource Planning; Career and
succession planning; job analysis; Methods of manpower search; Attracting, Selecting and
retaining human resources; Induction and socialization; Manpower training and development;
Performance appraisal and potential evaluation; Job evaluation and compensation; Employee
welfare; Industrial relations & trade unions; Dispute resolution & grievance management,
Employee empowerment.
CP—111: Financial Management
Introduction to financial management Objectives of financial management; Time value of money, sources of finance, Investment decisions: Importance, Difficulties determining cash flows, methods of capital budgeting Risk analysis: Cost of capital; Concept and importance, Computations of cost of various sources of finance; Weighted Average Cost of Capital; Capital Structure decisions; Theories of capital structure, Factors determining capital structure. Optimum capital structure; Management of working capital - Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy; Financial Modelling.

CP-112: Business Research Methodology
Nature and Scope of Research Methodology Problem Formulation and Statement of Research Objectives; Value and Cost of Information; Bayesian Decision Theory; Research Process; Research Designs - Exploratory, Descriptive and Experimental; Methods of Data Collection — Observational and Survey Methods; Questionnaire and Interviews. Attitude Measurement Techniques; Administration of Surveys; Sample Design; Selecting an Appropriate Statistical Technique. Field Work and Tabulation of Data; Analysis of Data; Use of SPSS and other Statistical Software Packages Advanced Techniques for Data Analysis — ANOVA. Discriminate Analysis, Factor Analysis, Conjoin: Analysis and Clustering Methods.

CP-113: Production and Operations Management
Nature and Scope of Production and Operations Management; Facility Location; Types of Manufacturing Systems and Layouts; Layout Planning and Analysis; Material Handling: Principles & Equipments; Line Balancing; Production Planning and Control in Mass Production, in Batch and Job Order manufacturing; Capacity Planning; Product Planning and Selection, Process Planning, Aggregate Planning and Master Production Scheduling; Maintenance Management, Work Study: Method Study and Work Measurement, Material Management, Material Management; An Overview of Material Management, Material Requirement Planning and Inventory Control; JIT; Purchase Management; Stores Management; Quality Assurance: Acceptance Sampling, Statistical Quality Control, Total Quality Management; ISO-9000.
CP – 114: E – Commerce
Introduction to Electronic Commerce: Framework, applications; network infrastructure (including internet). Internet commercialisation.
Electronic payment system, inter-organizational commerce & intra—organisational commerce, EDI, value-added network, digital library;
Security, advertising & marketing on the internet, introduction to e CR.M. consumer search & resource discovery, computer based education & training, digital copyrights.
Fundamental of mobile computation and wireless computation, multimedia & digits] video, software agents; characteristics & properties, technology, tote—script, agent language, applets & browsers.

CP-115: Business Policy and Strategic Management
An Introduction to business policy — Nature, Objective and importance of business policy; An overview of strategic management; Strategic decision making; Process of strategic decision making.
Types of planning systems - corporate planning, strategic planning and long range planning; Strategy Formulation, Company’s mission, purpose and objectives; Corporate strategy - concept, significance and objectives; types of strategies; Environmental and organizational appraisal (Internal & external) techniques of business environment analysis. Strategic alternatives and choice; Business ethics and corporate strategy Concept of value chair and competitive advantage. Strategy implementation - Designing organisational structure and activating strategies; Matching structure and activating strategy, Structural, Behavioural and Functional implementation. concept of synergy.
Strategy Evaluation - Strategic evaluation and Control, Strategic and Operational Control; techniques of evaluation and control, Role of organisational system in evaluation.

CP-116: Business Legislation

**CP – 117: ENTREPRENEURSHIP DEVELOPMENT**
Significance of Entrepreneur in Economic Development; Economic, Social and psychological need for entrepreneurship; Characteristics, qualities and pre-requisites of entrepreneur; The function of the entrepreneur in economic development of a Country; Methods and procedures to start and expand one’s own business; Life cycle of new business and relationship with large enterprises; Achievement motivation; Environmental Factors affecting success of a new business; Reasons for the failure and visible problems for business.
Feasibility Study – Preparation of Feasibility Reports: Selection of factory location, Demand Analysis, Market potential measurement, Capital saving and project costing, Working capital requirements, profit and tax planning; Economic, Technical, Financial and Managerial Feasibility of Project.
Govt. support to new enterprise; Incentives; source of Finance; Role of Govt. and Promotional agencies in entrepreneurship development.
Entrepreneurship Development Programmes; Role of various institutions in developing entrepreneurship in India (A brief description only).